

**Colorado River Management Plan
Stakeholder Workshops**
for
**Spectrum of Services and Range of Opportunities
and Private Permit Systems**

March 2003

Conducted for
The Mary Orton Company, LLC
under contract with
The Grand Canyon National Park

by
The Rozelle Group, Ltd.
in association with
Strategic Initiatives

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Executive Summary

The Mary Orton Company, LLC sponsored two workshops in Phoenix, Arizona on January 30, 2003, as part of an effort to help Grand Canyon National Park (GRCA) better understand and incorporate the values and preferences of key stakeholders in their revision of the 1989 Colorado River Management Plan (CRMP). The workshops were designed to obtain input on two important issues in the CRMP: (1) systems for distributing private river trip permits, and (2) spectrum of services and range of opportunities offered to the public. Workshop objectives included:

- Involve stakeholders in educating the GRCA about their values and priorities
- Focus discussion on the important attributes of a permit system and an appropriate spectrum of services
- Determine extent to which consensus on the attributes may be achievable
- Provide guidance to GRCA for the revision of the CRMP

Representatives from ten stakeholder groups were invited to participate:

Private boaters	Educators
Outfitters	Commercial customers
Wilderness coalition	Native American tribes
Ecological concerns	Commercial river guides
Researchers	People with disabilities

The moderators used interactive polling technology to collect information from the participants for the purpose of creating a rich discussion. The results portrayed in the data displays in this report, while informative, should not be considered statistically representative of a large group.

Spectrum of Services and Range of Opportunities Workshop

Participants rated the importance of the following attributes as to how each contributes to a successful river experience. This list includes attributes added by participants.

- Number of ***encounters*** with other groups
- Natural ***quiet***
- Sense of individual ***solitude***
- Opportunity for ***social*** interaction (time with friends and family), including group dynamics
- Opportunity for ***side trips***
- ***Excitement*** during trip and personal challenge
- Personal ***involvement*** in all aspects (cooking, rowing, camp set up, etc.)
- Experience level of ***boatman***
- ***Knowledge*** of the resource (ecological, geological, cultural, etc.)
- Quality of ***meals*** and beverages
- ***Length*** of trip
- ***Size*** of group
- ***Time*** of year
- ***Educational*** value (the value of imparting knowledge)
- Opportunity to experience ***nature*** on its own terms
- Condition of the ***resource***
- ***Disability*** accommodations
- ***Spectrum*** of opportunities to choose from (when planning for the trip)
- Level of ***safety*** preparedness
- ***Stewardship***

A summary of the key findings include:

- Seven of the nine participant groups agreed that the following attributes ranged from important to very important: natural quiet, opportunity for side trips, knowledge of the resource (ecological, geological, cultural, etc.), length of trip, opportunity to experience nature on its own terms, condition of the resource, and stewardship.
- All groups rated condition of the resource and stewardship very high in importance.
- Most groups rated quality of meals and beverages low in importance.
- Researchers defined a successful river trip by their ability to collect the right data. They rated more than half the attributes as being moderately to not at all important.
- Participants added more attributes to an already long list. Many felt more services and opportunities should be available and had difficulty choosing which were the more important.
- More often than not, participants within a stakeholder group did not agree.

Private Permit System Workshop

Participants compared each pair of attributes listed below. For each pair they chose the attribute they felt was more important to a fair private permit system. They also rated their level of satisfaction with the current private permit system for each attribute.

Attribute	Definition
Simplicity	Easy to understand; easy to get questions answered; easy for Park to administer
Length of wait	Minimize time from application to taking trip
Conditions to support the process	Trip participant rule (if on the list and participate in two other trips, your name is dropped); meet boatman qualifications; minimum age requirements; trip leader experience; group size
Predictability	Adequate planning time before launch; ability to schedule a trip with specific timeframe
Flexibility	Ease of transferability (e.g. alternate trip leader); opportunity to defer or reschedule trip; ability to exchange launch date with another private permit holder
Frequency	Repeat use; maximum # trips per user/ unit of time; maximum # trips per trip leader/unit of time
Effort by applicant	Easy to apply; easy to stay eligible (paperwork, etc.)
Cost	Initial application fee; administrative costs; river use fees
Equity	No consensus on definition (participants added this attribute and used their personal definition)

A summary of the key findings include:

- All groups agreed that length of wait was very important and all are dissatisfied with the current private permit system on this attribute. Half the groups considered a sense of equity very important and they were very dissatisfied with the current system.
- The level of satisfaction with the current permit system is low across all stakeholder groups. Except for the commercial river guides and those with ecological concerns, none of the groups rated more than two attributes of the current system above the midpoint of satisfaction. Private boaters and wilderness advocates rated no attributes above the midpoint of satisfaction.
- Researchers indicated that they answered the questions as if they were looking for a non-sponsored research river trip, in which case they would need a private permit. The commercial customer noted during discussion that he didn't have a stake in the outcome of this issue.

Overview

In an effort to help Grand Canyon National Park (GRCA) better understand and incorporate the values and preferences of key stakeholders in their revision of the 1989 Colorado River Management Plan (CRMP), The Mary Orton Company, LLC sponsored two workshops in Phoenix, Arizona on January 30, 2003. The workshops, conducted by the Rozelle Group, Ltd., were designed to obtain input on two important issues in the CRMP: (1) systems for distributing private river trip permits, and (2) spectrum of services and range of opportunities offered to the public. Workshop objectives included:

- Involve stakeholders in educating the GRCA about their values and priorities
- Focus discussion on the important attributes of a permit system and an appropriate spectrum of services
- Determine extent to which consensus on the attributes may be achievable
- Provide guidance to GRCA for the revision of the CRMP

Mary Orton invited representatives from ten stakeholder groups to participate:

Private boaters
Outfitters
Wilderness coalition
Ecological concerns
Researchers

Educators
Commercial customers
Native American tribes
Commercial river guides
People with disabilities

It should be noted that the stakeholder groups are not necessarily discrete. Some wilderness representatives were strong advocates for private boater access, and vice versa. One ecological representative made a strong statement in favor of wilderness, and another indicated that she was a private boater. One educator is also a guide and a researcher. Guides are sometimes researchers, and researchers could be private boaters. Therefore, there is overlap and commonality of interests among several of these groups.

Mary Orton contacted the leadership for most groups and asked them to send four representatives to participate. She asked private boaters to send eight, in order that their group would be representative of the diversity and numbers of private boaters in the United States. She invited eight Native American Tribes or tribal consortia to each send a representative, but they chose not to participate. One, the Hualapai Tribe, which is also a cooperating agency in the EIS process, sent observers for the process. Representatives from the disabled community participated only in the spectrum of services workshop. Thirty-seven people participated in the workshop on spectrum of services, and 33 participated in the private permit system workshop.

The moderators used interactive polling technology to enhance the effectiveness of each workshop. They provided each participant with a remote FM radio input terminal to respond to questions that were posed by the moderator and projected onto a large screen. The technology provided the ability to collect and document real-time opinions. The results were immediately tabulated and presented to the group for discussion. Demographic information was collected in order to view and understand various perspectives.



Please see Appendix A for the survey questions and process guide. The moderators used the graphical results from the interactive survey process to solicit more in-depth discussion and generate insight regarding specific question. Notes taken of participant comments and observations for each question are presented in Appendix B. More than 500 graphics were produced, and some will be shown in this report. For the reader interested in all the detail of a specific question or responses by stakeholder group, those charts are presented in Appendices C and D,

In this report, we present the results of the interactive surveys and the observation and conclusions resulting from the subsequent discussions. It is important to note that the survey and interactive polling

process were designed to stimulate discussion and understanding of the views and preferences of the various groups of participants. *It is not statistically representative of a broader group of participants.*

Spectrum of Services and Range of Opportunities Workshop

Key Observations

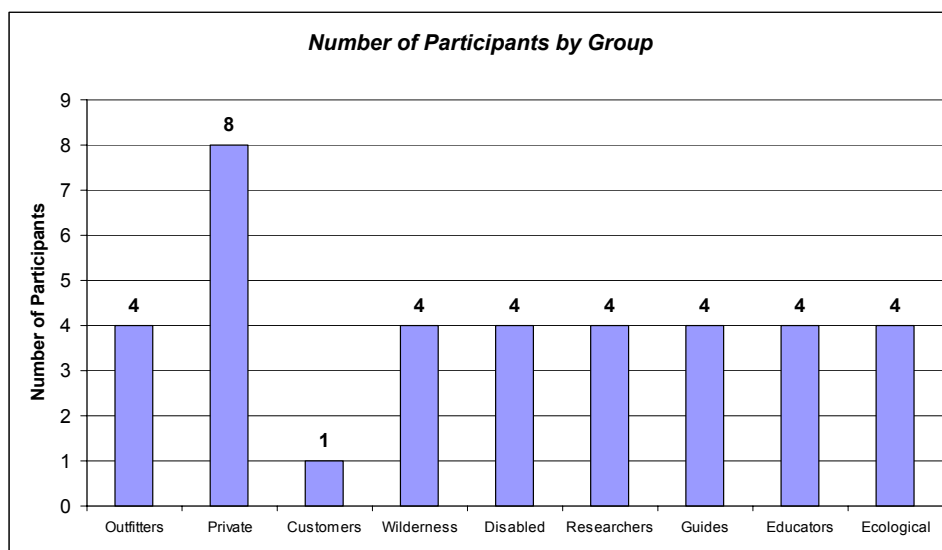
- Seven of the nine groups agreed that the following attributes ranged from important to very important: **natural quiet**, opportunity for **side trips**, **knowledge** of the resource (ecological, geological, cultural, etc.), **length** of trip, opportunity to experience **nature** on its own terms, condition of the **resource**, and **stewardship**.
- All groups rated condition of the **resource** and **stewardship** very high in importance.
- Most groups rated quality of **meals** and beverages low in importance.
- Researchers defined a successful river trip by their ability to collect the right data. They rated more than half the attributes as being moderately to not at all important.
- Participants added more attributes to an already long list. Many felt more services and opportunities should be available and had difficulty choosing which were the more important.
- More often than not, participants within a stakeholder group did not agree.
- Appendix C shows the amount of agreement within a stakeholder group for each attribute.

Demographics of Participants

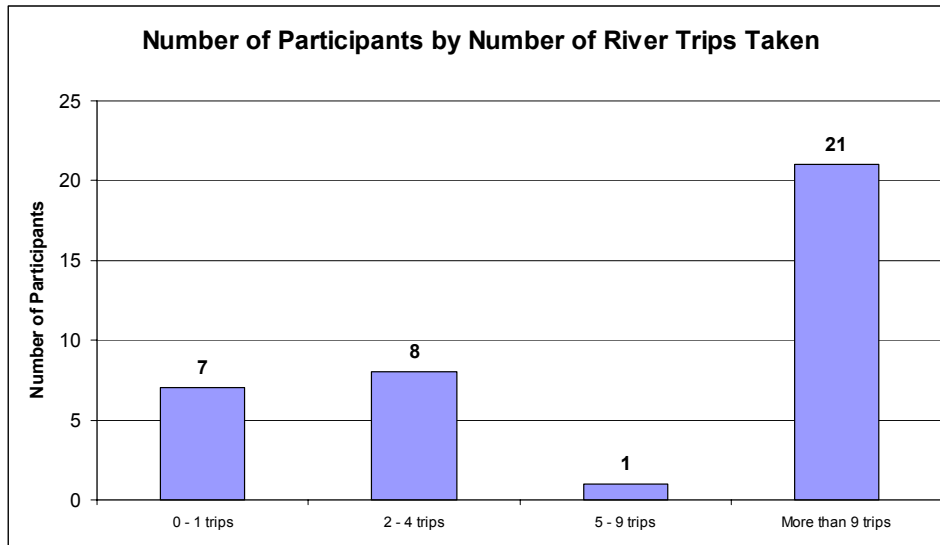
We collected demographic information from each of the workshop participants. We asked the following questions:

- What group were you chosen to represent?
- How many trips have you made down the Colorado River through the Grand Canyon?

The following figures present the results for this workshop.



Mary Orton invited most groups to send four participants. She invited eight private boaters to participate, in order more fully to represent the broad range of private boating interests and experiences. The one person representing the commercial customer agreed to forego his anonymity and participated actively in the discussion. Mary invited eight Native American Tribes or tribal consortia, but they chose not to attend. One, the Hualapai Tribe, did send observers.



More than one-half the participants have taken a river trip on the Colorado River through Grand Canyon more than nine times. This demographic category was not used during the discussions, though some charts showing this data are included.

Attributes Contributing to a Successful River Experience

Participants were asked to review a list of attributes and to think about them in relation to how they contribute to a successful river experience. They were also asked to suggest other attributes. Next, they were asked to rate each of the attributes based on their experience with their customers, constituents, family, or friends. They used a rating scale of 1 to 9: 1 = not at all important → 5 = moderately important → 9 = critically important. Attributes are listed below and representative bar charts and key aspects of the discussion follow.

- Number of **encounters** with other groups
- Natural **quiet**
- Sense of individual **solitude**
- Opportunity for **social** interaction (time with friends and family), including group dynamics
- Opportunity for **side trips**
- **Excitement** during trip and personal challenge
- Personal **involvement** in all aspects (cooking, rowing, camp set up, etc.)
- Experience level of **boatman**
- **Knowledge** of the resource (ecological, geological, cultural, etc.)
- Quality of **meals** and beverages
- **Length** of trip
- **Size** of group
- **Time** of year
- **Educational** value (the value of imparting knowledge)
- Opportunity to experience **nature** on its own terms
- Condition of the **resource**
- **Disability** accommodations
- **Spectrum** of opportunities to choose from (when planning for the trip)
- Level of **safety** preparedness
- **Stewardship**

The participants added the last seven attributes in the above list: **educational, nature, resource, disability, spectrum, safety, and stewardship.**

**Table 1 - Importance of Service Attributes
by Demographic Group**

Demographic Group		Number In Group	Service Attributes																			
			Number of encounters with other groups	Natural quiet	Sense of individual solitude	Opportunity for social interaction & group dynamics	Opportunity for side trips	Excitement during trip	Personal involvement in all aspects	Experience level of the boatman	Knowledge level of the resource	Quality of meals and beverages	Length of trip	Size of the group	Time of year	Educational Value	Opportunity to experience nature on its own terms	Condition of the resource	Disability accommodations	Spectrum of opportunities to chose from	Level of safety preparedness	Stewardship
Group	Private	8	5.8	8.0	7.5	7.8	7.6	7.5	8.8	5.5	6.2	5.0	8.0	8.0	7.6	6.0	8.8	9.0	5.1	7.1	6.5	7.4
	Outfitters	4	5.5	6.0	5.5	8.2	8.0	7.2	6.5	9.0	8.8	6.0	8.5	8.2	8.0	8.8	8.2	8.8	8.2	4.5	8.5	9.0
	Wilderness	4	8.5	8.8	8.5	6.8	6.5	5.5	6.0	5.0	6.5	3.8	8.5	8.5	6.8	5.5	8.8	8.2	8.2	8.2	5.8	6.5
	Ecological	4	7.0	8.8	7.0	5.0	7.8	3.5	5.8	6.8	7.5	4.5	7.2	8.0	7.5	7.5	9.0	9.0	6.0	6.8	6.5	8.8
	Researchers	4	3.2	4.0	3.5	6.2	2.0	3.0	3.8	8.8	8.8	6.2	6.8	7.8	9.0	7.2	5.8	5.5	4.2	7.8	6.8	8.8
	Educators	4	6.8	7.8	6.8	6.0	8.8	6.5	7.0	6.5	8.8	2.8	8.5	5.5	5.0	9.0	7.5	7.8	5.8	7.2	7.5	8.8
	Customers	1	1.0	7.0	6.0	7.0	9.0	9.0	5.0	9.0	7.0	6.0	8.0	6.0	8.0	6.0	6.0	9.0	7.0	2.0	9.0	9.0
	Guides	4	6.5	8.0	5.8	6.0	8.5	5.8	5.2	8.8	7.2	5.8	8.5	5.2	5.0	7.2	8.2	8.8	7.0	6.8	9.0	8.5
Disabled	4	5.2	7.2	6.2	6.2	7.5	7.5	4.2	9.0	7.8	5.2	6.0	7.5	4.8	7.8	8.8	8.8	8.0	6.2	9.0	9.0	
Number of Trips	0 - 1 trips	7	6.6	7.9	6.1	6.3	7.9	7.6	6.7	8.4	7.6	4.9	7.7	7.7	5.9	6.9	8.6	8.9	6.4	7	8.4	8.4
	2 - 4 trips	8	5.5	7.9	7.4	6.2	6.5	5.4	4.9	6.4	6.8	4.5	6.6	7	6.8	6.4	8.1	8	6.5	5.8	7.2	7.2
	5 - 9 trips	1	4	9	9	8	9	8	9	4	5	2	9	7	9	6	9	9	8	9	7	9
	More than 9 trips	21	5.9	7	6.1	6.9	7.1	5.8	6.4	7.3	7.9	5.3	8.2	7.4	7.1	7.7	8	8.2	6.3	6.9	7.1	8.5

(Rating scale: 1=Not at All Important → 5=Moderately Important → 9=Very Important)

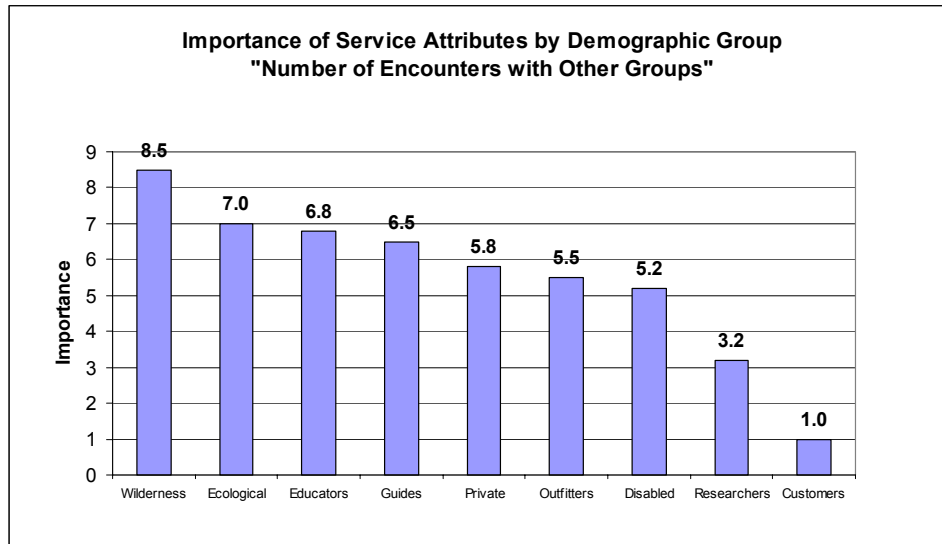
Shaded area = rating of 7.0 or greater

Table 1 represents a summary of the preferences of all stakeholder groups for each attribute. Any rating of seven or above is highlighted. Seven of the nine groups agreed that the following seven attributes ranged from important to critically important: **quiet, side trips, knowledge, length, nature, condition, and stewardship.**

The moderator reviewed the resulting bar charts (included below) with the participants and asked for comments on the results. Please see Appendix B for all the discussion comments captured during the discussion. Some of those comments are noted with each graph, below.

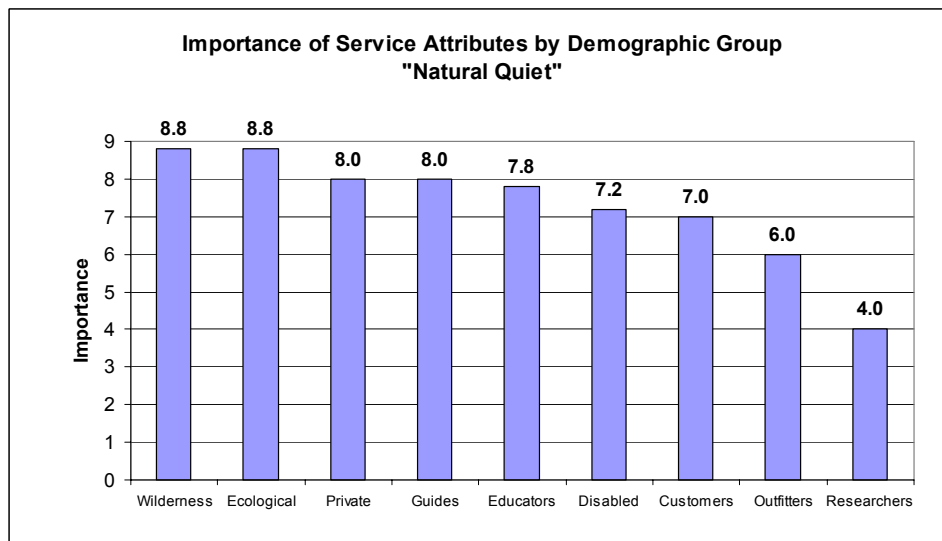
Number of Encounters with other Groups

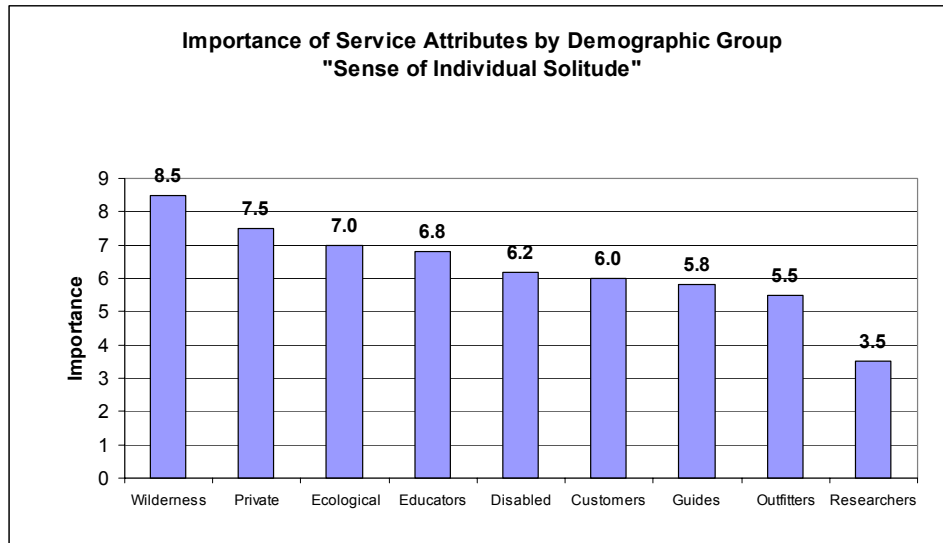
An outfitter said that the current number of **encounters** is acceptable because passengers on commercial trips typically rate their trips as being excellent. A wilderness advocate prefers a low number of encounters, while researchers said they typically avoid attraction sites and popular campsites.



Natural Quiet and Sense of Individual Solitude

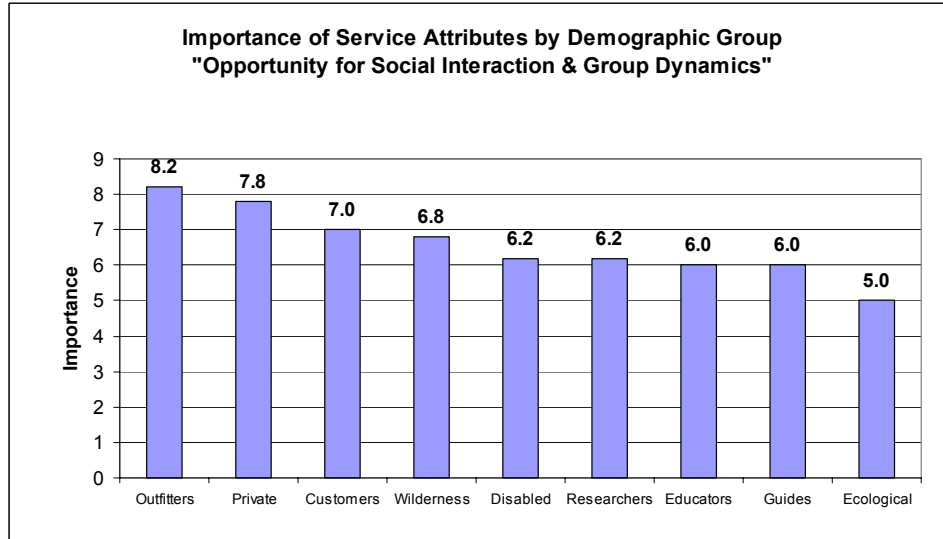
Most participants rated these two attributes relatively high. Researchers said they tend to define a successful trip by their ability to collect the right data, so **quiet** and **solitude** are not as important. Outfitters noted they run outboard motors for some trips, so some time without natural **quiet** is inevitable.





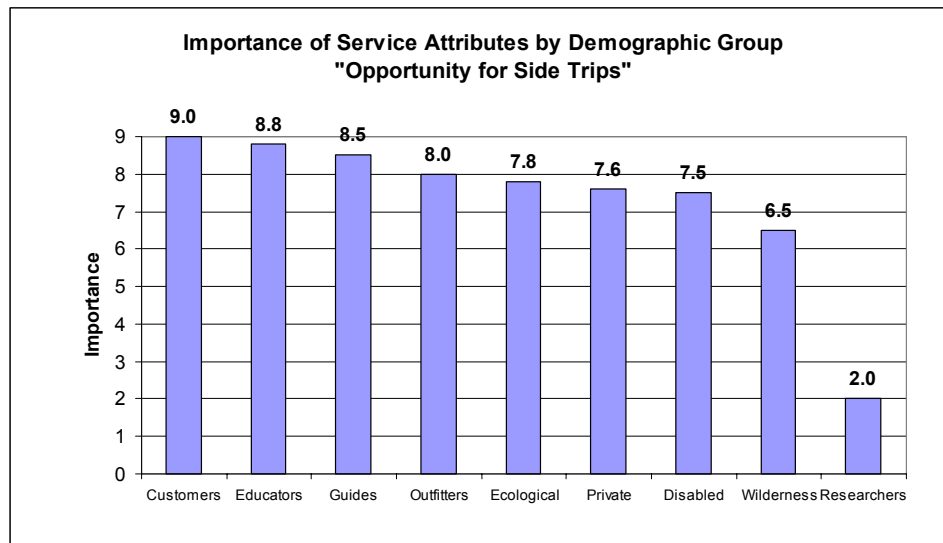
Opportunity for Social Interaction, including Group Dynamics

All groups found this attribute moderately important to critically important.



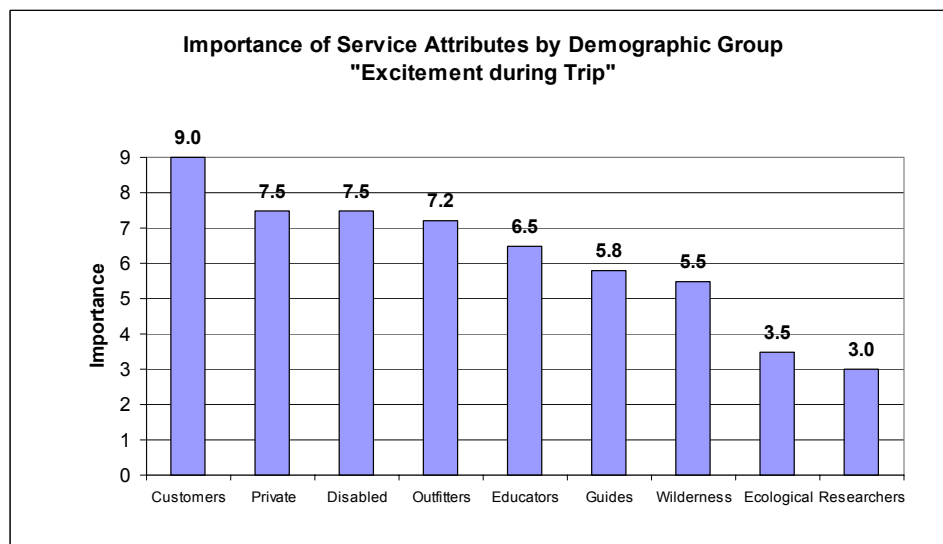
Opportunity for Side Trips

Side trips were important to all groups but researchers, who are not as interested in the recreational aspects of the river trip.



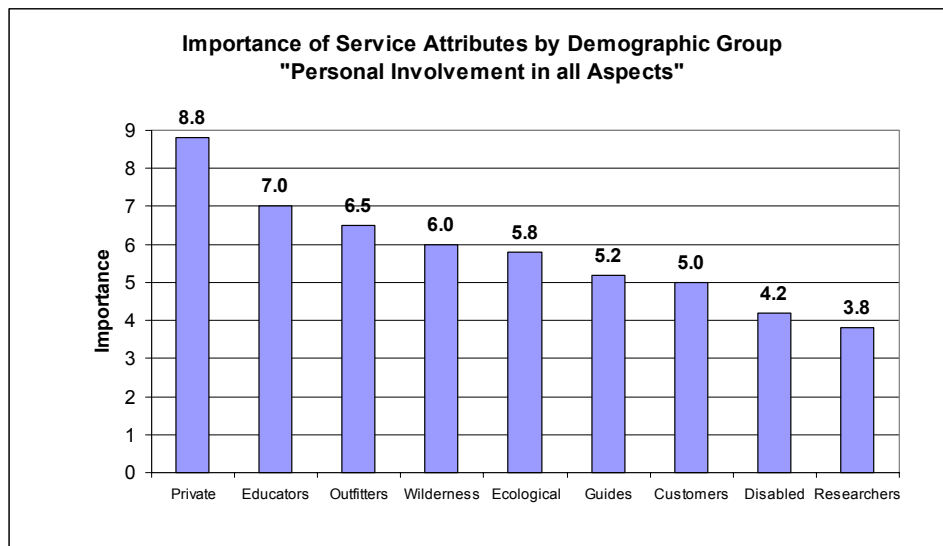
Excitement during Trip and Personal Challenge

This attribute was relatively important to all but researchers and those with ecological concerns. The latter said they primarily want to enjoy the beauty and nature. Again, the researchers have a job to do and **excitement** or personal challenge is not important.



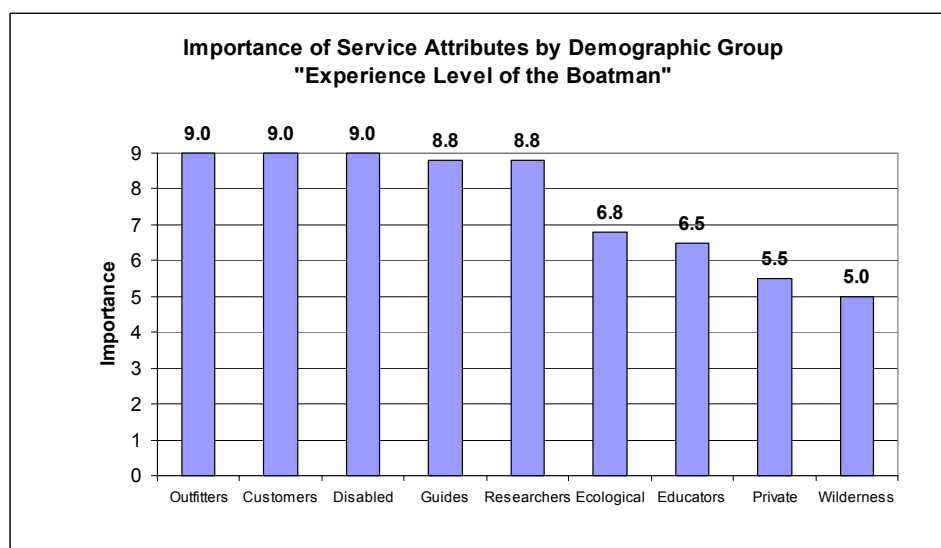
Personal Involvement in all Aspects

Representatives of the group of people with disabilities said that, depending on the level of disability, ***involvement*** was not relevant to their enjoyment. They are grateful for all the help they receive to visit the Grand Canyon. A guide indicated that level of involvement depends on the abilities and interests of the customer.



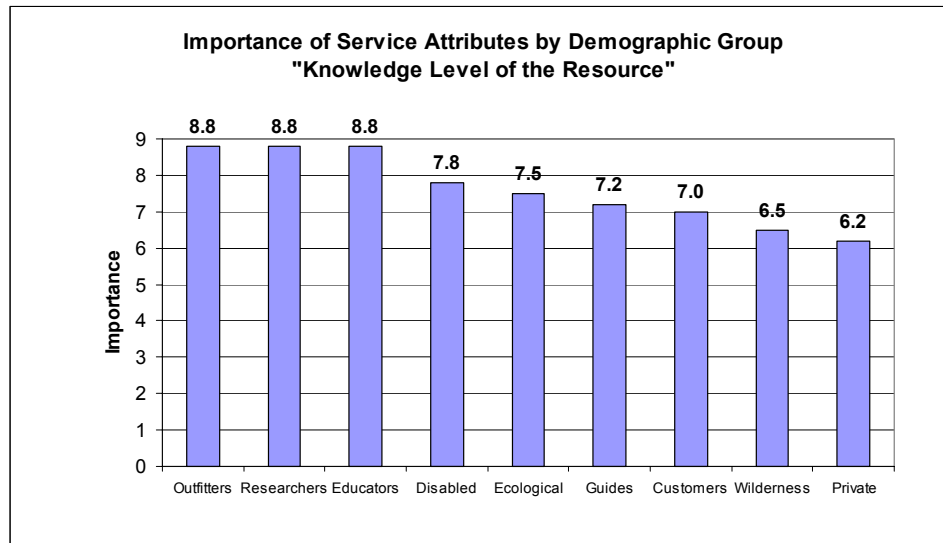
Experience Level of the Boatman

Private boaters were split on this attribute. One of the private boaters rated this attribute low in importance, feeling confident that they could adequately train people to row. Another said experience isn't much of an issue, as he would not go on the trip if the ***boatman*** were not experienced. Other private boaters rated it high because they felt experience on the Colorado River in the Grand Canyon was important for a successful trip.



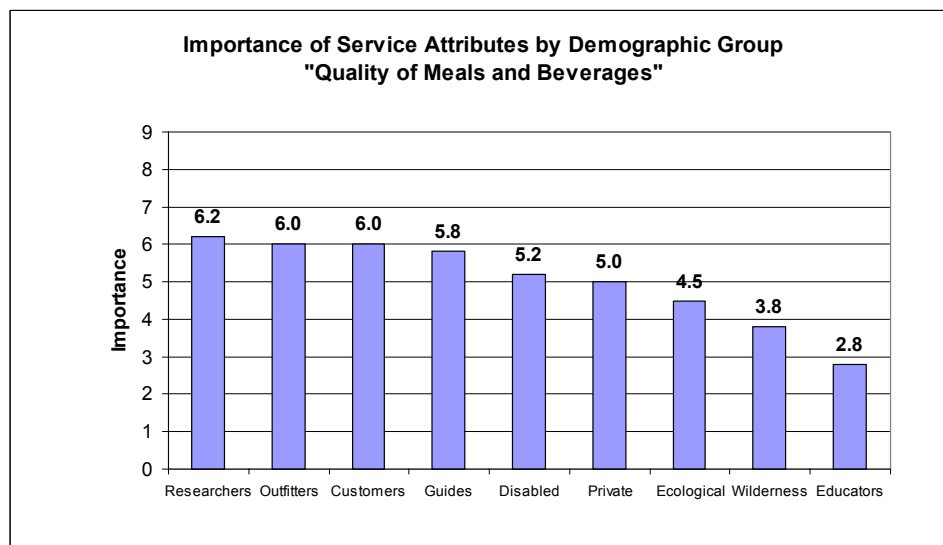
Knowledge of the Resource

A guide commented that this attribute varied in importance depending on the interest from his customers.



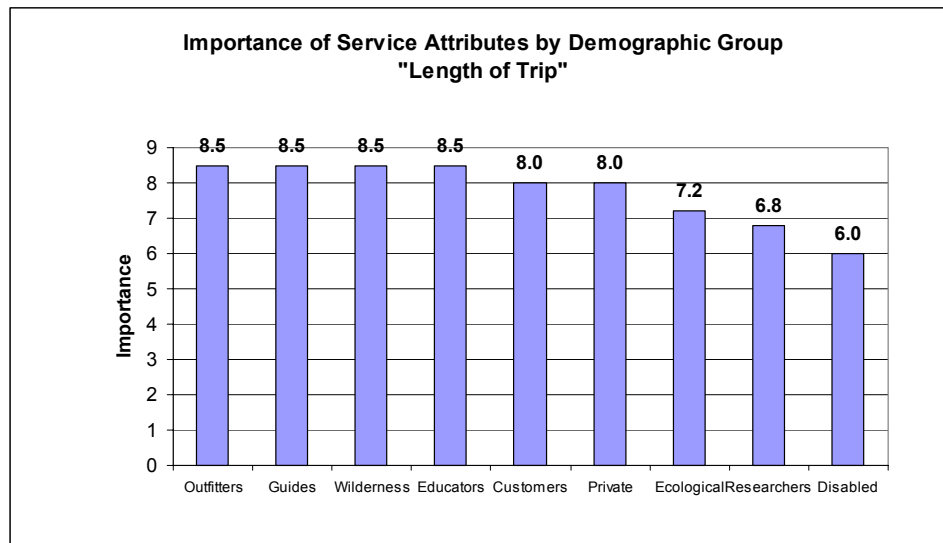
Quality of Meals and Beverages

This attribute was among the lowest of importance for all groups. Variability in food quality depends on the type of trip and the customer's preference.



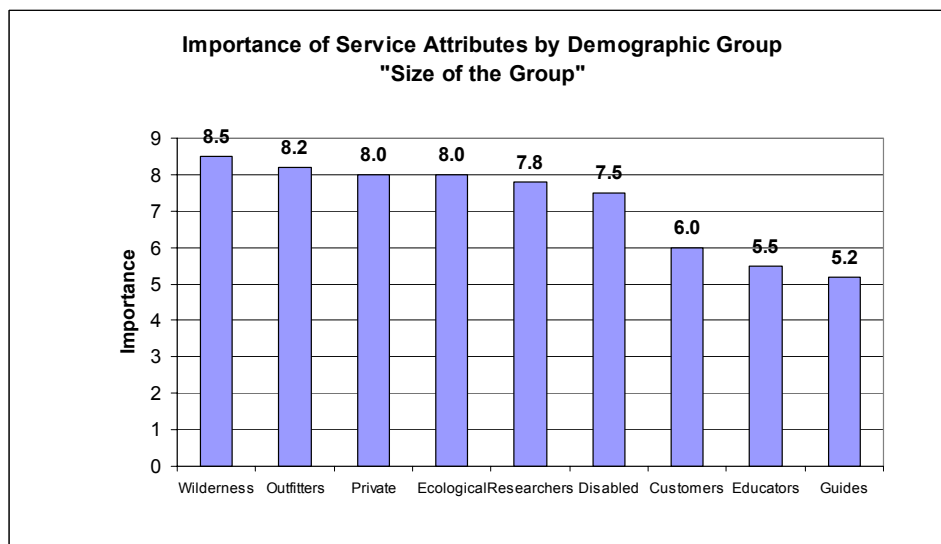
Length of Trip

Trip **length** was important to most participants, but preferences for length varied from 3 days to as long as possible. Some said a range of trip lengths was important.



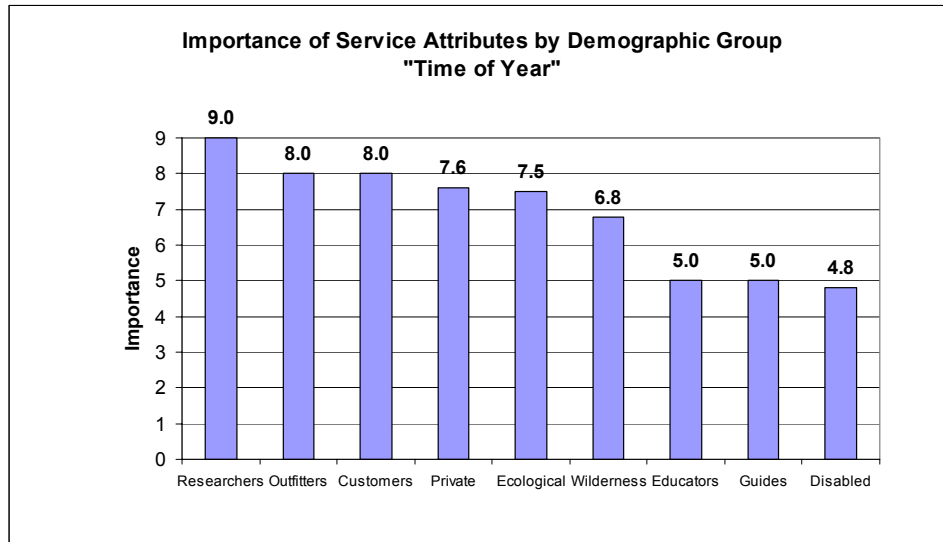
Size of Group

Several participants said that the trip experience would differ, depending on the **size** of the group. Persons with disabilities noted that they sometimes need attendant care, which makes the trip size larger.



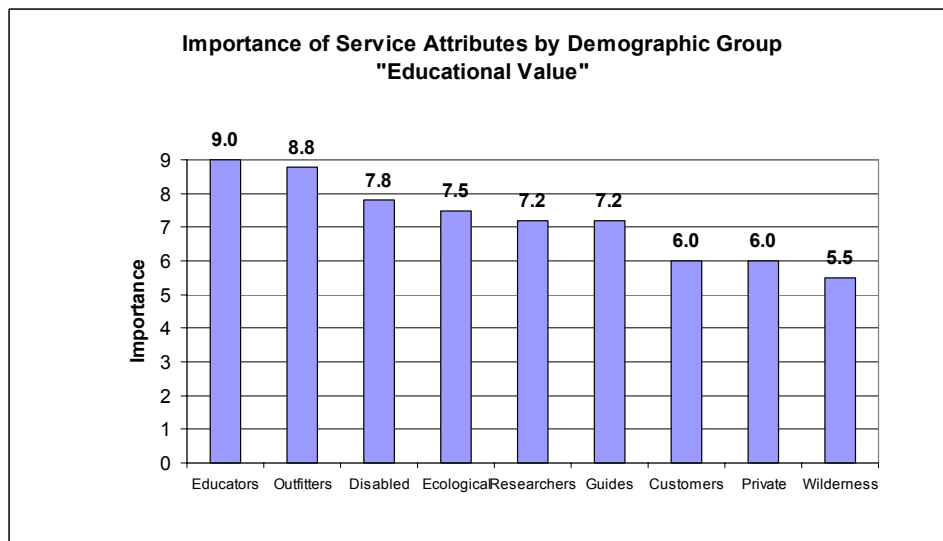
Time of year

This attribute was less important to guides, persons with disabilities, and educators. For those who said it was important, reasons varied. Some private boaters, a wilderness advocate, and an educator said the Canyon has much to offer, any **time** of the year. That wilderness advocate rated this attribute low, while one of the private boaters rated it moderately important. An outfitter said that many customers prefer the summer for this type of vacation.



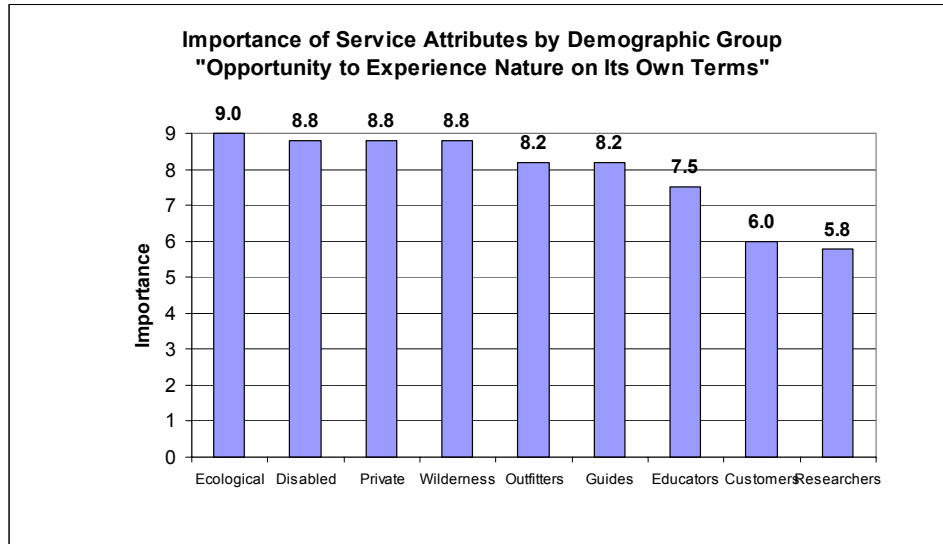
Educational Value

A trip down through the Grand Canyon is a learning experience from any perspective. The importance of specific **educational** opportunities varied among participants.



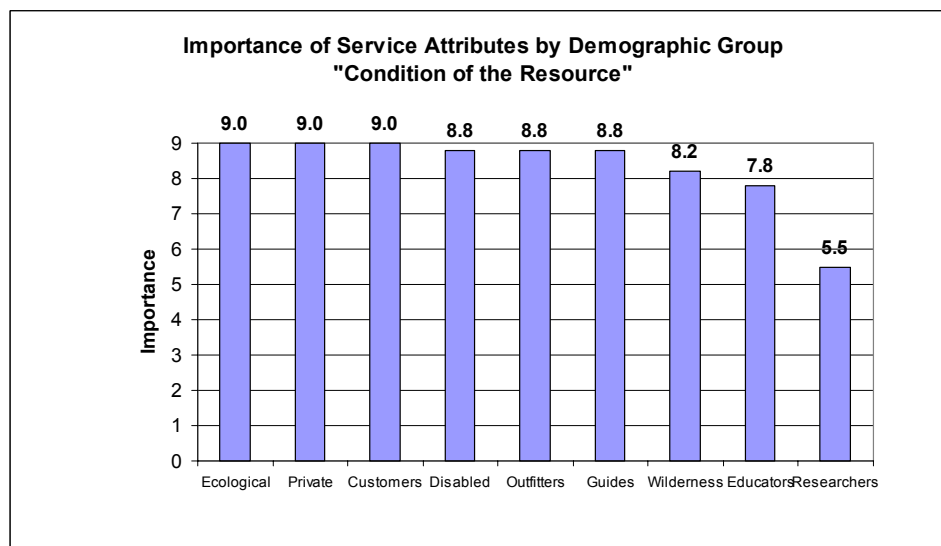
Opportunity to Experience Nature on its own Terms

Many felt that experiencing **nature** directly is the very essence of the river experience.



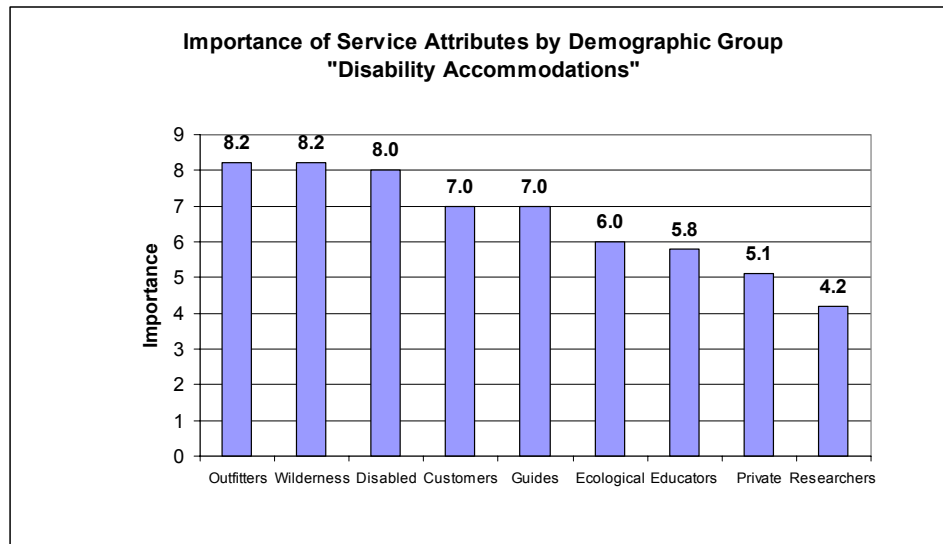
Condition of the Resource

Researchers rated this attribute lower than the other groups because the condition of the **resource** does not affect the success of their trip. It was very important to all other groups.



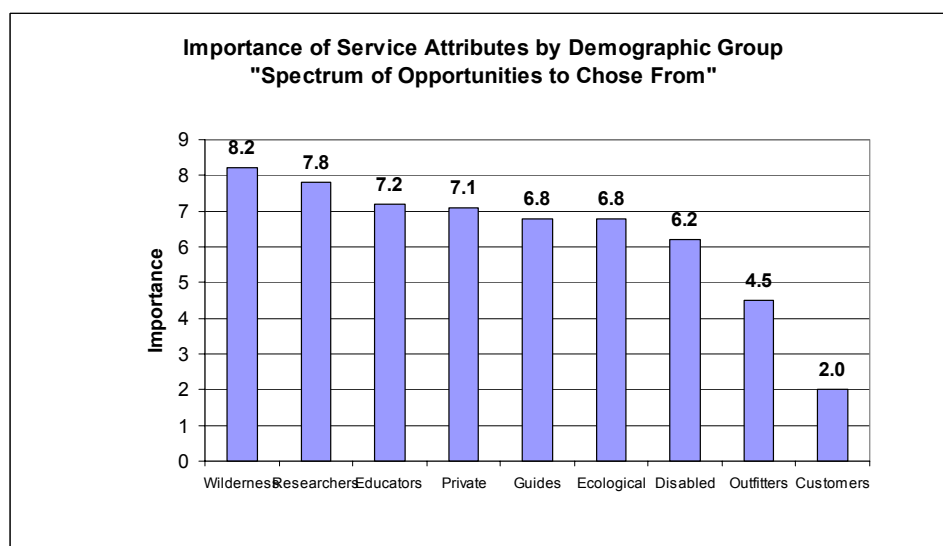
Disability Accommodations

A representative from the group of people with **disabilities** indicated that accommodations have to come from outfitters or service providers, who may need to be educated as to what is needed. Private boaters ratings ranged from high to low. One at the low end said many American Canoe Association members have disabilities and don't want any special accommodations. Another at the higher end said that he was glad to make the accommodations.



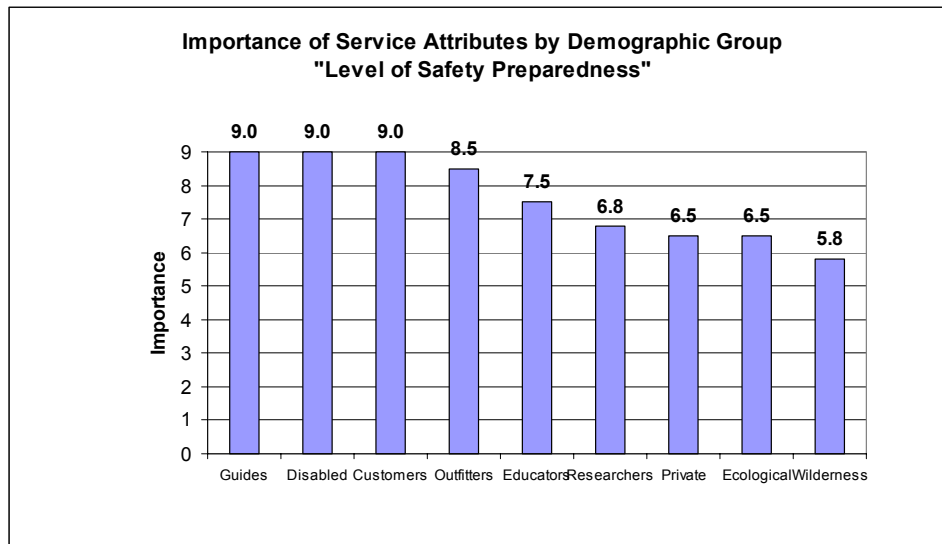
Spectrum of Opportunities to Choose from when Planning

Outfitters commented that they rated this attribute as less important because they felt that a wide spectrum of choices could be offered. However, they were interested in clear distinctions between private and commercial trips. Some private boaters felt it was important to blur that distinction. An educator felt the system should be overhauled.



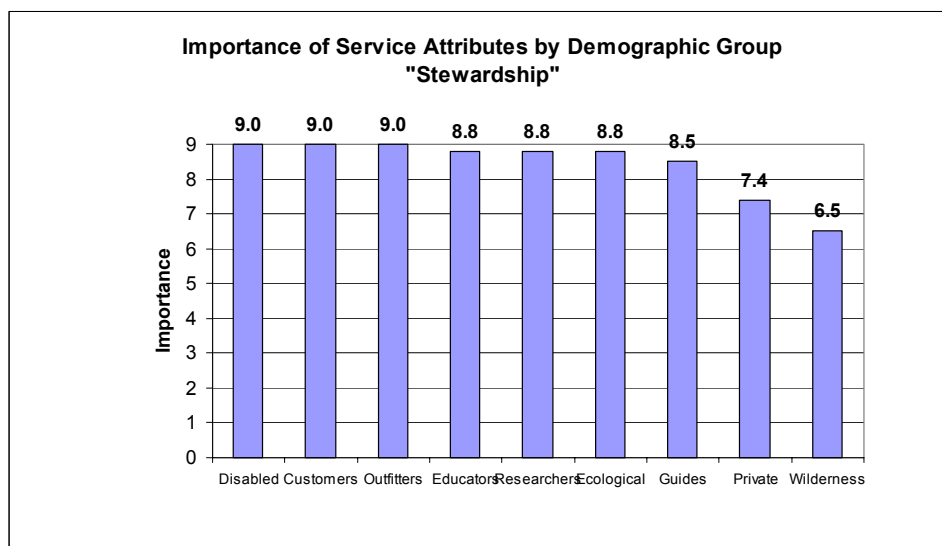
Level of Safety Preparedness

A wilderness advocate said that being prepared was important, but noted that wilderness is inherently a place of risk, and visitors shouldn't expect that everything can be kept **safe**.



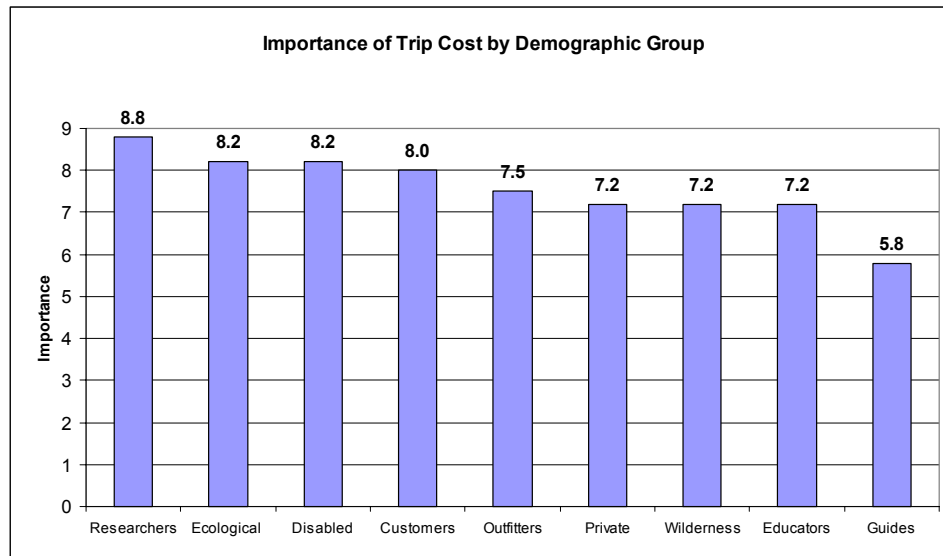
Stewardship

Participants generally agreed that **stewardship** is vital to protecting the resource and maximizing the river experience.



Cost to the User

Cost was important to most, and they felt that a range of costs should be available.



Opportunities for Trips for Various Entities

Participants were asked to use the same 1 to 9 rating scale and rate the importance of trip availability to several types of user groups. The most support was shown for the people with disabilities and low-income entities. Due to time constraints, no discussion was held on these items.

**Table 2 - Availability of Services to Specific Entities
by Demographic Group**

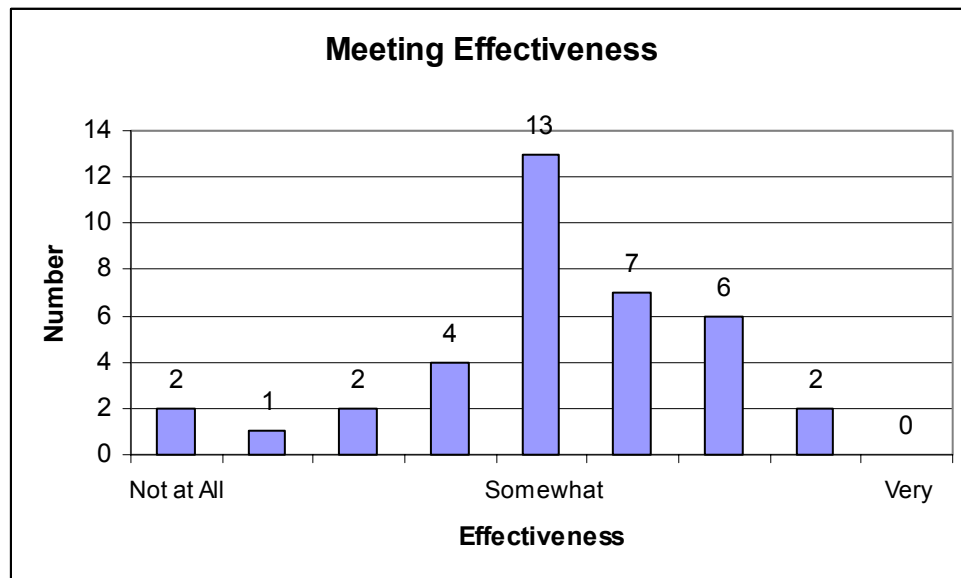
Demographic Group		Number In Group	Service Attributes					
			A-Low Income Item	B-Disabled People Item	C-Youth Groups, Boy Scouts, Semi-Public etc. Item	D-University & Educational Groups Item	E-Museums Item	F-Artists, Photographers Item
Group	Private	8	7.4	6.0	4.1	4.9	3.1	3.6
	Outfitters	4	5.5	7.2	4.8	5.2	2.8	2.8
	Wilderness	4	8.8	8.8	8.0	8.2	7.0	5.2
	Ecological	4	7.8	7.5	7.5	7.5	6.8	6.8
	Researchers	4	8.5	7.5	8.5	8.5	6.5	6.5
	Educators	4	8.5	8.2	7.5	9.0	7.8	6.5
	Customers	1	4.0	8.0	4.0	4.0	4.0	1.0
	Guides	4	5.0	6.8	4.2	5.2	4.0	5.0
	Disabled	4	8.5	9.0	7.2	6.8	6.0	8.2
Number of Trips								
	0 - 1 trips	7	7.4	7.1	7.3	6.7	5.0	6.1
	2 - 4 trips	8	7.5	7.8	6.1	7.1	5.9	5.6
	5 - 9 trips	1	7.0	7.0	1.0	1.0	1.0	1.0
	More than 9 trips	21	7.3	7.5	6.0	6.7	5.2	5.0

(Rating scale: 1=Not at All Important → 5=Moderately Important → 9=Critically Important)

Shaded area = Rating of 7.0 or greater

Meeting Evaluation

Participants rated the effectiveness of the meetings in identifying attributes for an ideal river experience. The results are presented in the following chart.



Some participants found it difficult to rate some of the attributes because they were too vague, while others felt that all were important. The group seemed to agree that making these types of decisions is difficult.

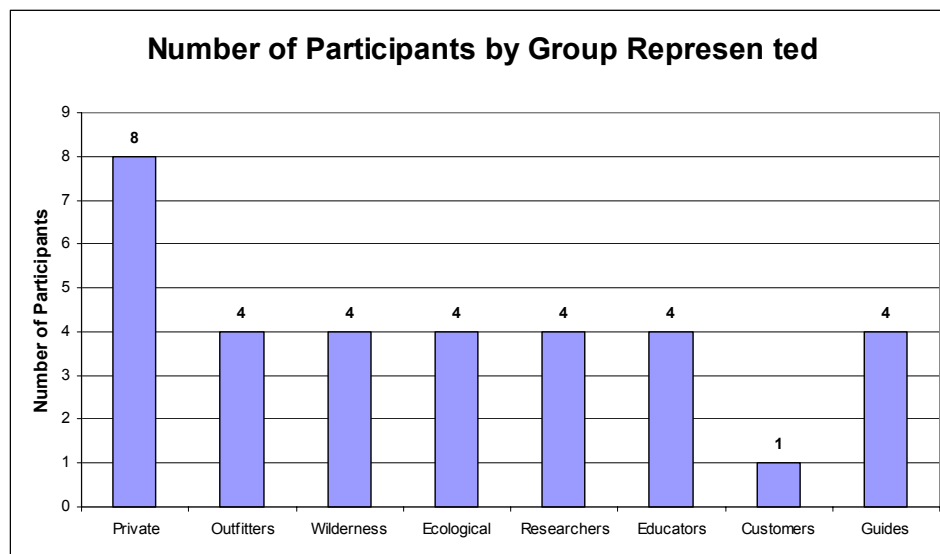
Private Permit System Workshop

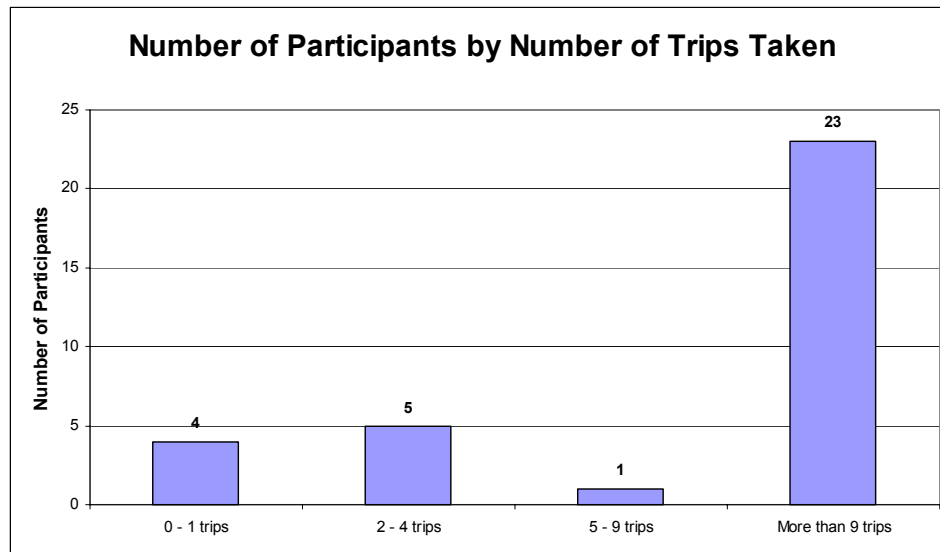
Key Observations

- All groups agreed that **length of wait** was very important and all are dissatisfied with the current private permit system on this attribute. Half the groups considered a sense of **equity** very important and they were very dissatisfied with the current system.
- The level of satisfaction with the current permit system is low across all stakeholder groups. Except for the commercial river guides and those with ecological concerns, none of the groups rated more than two attributes of the current system above the midpoint of satisfaction. Private boaters and wilderness advocates rated no attributes above the midpoint of satisfaction.
- Researchers indicated that they answered the questions as if they were looking for a non-sponsored research river trip, in which case they would need a private permit. The commercial customer noted during discussion that he did not have a stake in the outcome of this issue.

Demographics of Participants

Mary Orton invited most stakeholder groups to send four participants. She invited eight private boaters to participate, in order more fully to represent the broad range of private boating interests and experiences. The one person representing the commercial customer agreed to forego his anonymity and participated actively in the discussion. The persons with disabilities chose not to participate in this workshop. She invited eight Native American Tribes or tribal consortia to send a representative, but they chose not to attend. One, the Hualapai Tribe, did send observers. More than two-thirds of the participants had taken a river trip on the Colorado River through Grand Canyon more than nine times.





Attributes Contributing to a Fair Private Permit System

Participants reviewed and discussed a list of attributes and their definitions for a private permit system. The following list resulted.

- A. *Simplicity***
 - Easy to understand
 - Easy to get questions answered
 - Easy for Park to administer
- B. *Length of wait***
 - Minimize time from application to taking trip
- C. *Conditions to support the process***
 - Trip participant rule (if on the list and participate in two other trips, your name is dropped)
 - Meet boatman qualifications
 - Minimum age requirements
 - Trip leader experience
 - Group size
- D. *Predictability***
 - Adequate planning time before launch
 - Ability to schedule a trip with specific timeframe
- E. *Flexibility***
 - Ease of transferability (e.g. alternate trip leader)
 - Opportunity to defer or reschedule trip
 - Ability to exchange launch date with another private permit holder
- F. *Frequency***
 - Repeat Use
 - Maximum number of trips per user/ unit of time
 - Maximum number of trips per trip leader/ unit of time

G. Effort by applicant

- Easy to apply
- Easy to stay eligible (paperwork, etc.)

H. Cost

- Initial application fee
- Administrative costs
- River use fees

I. Sense of Equity

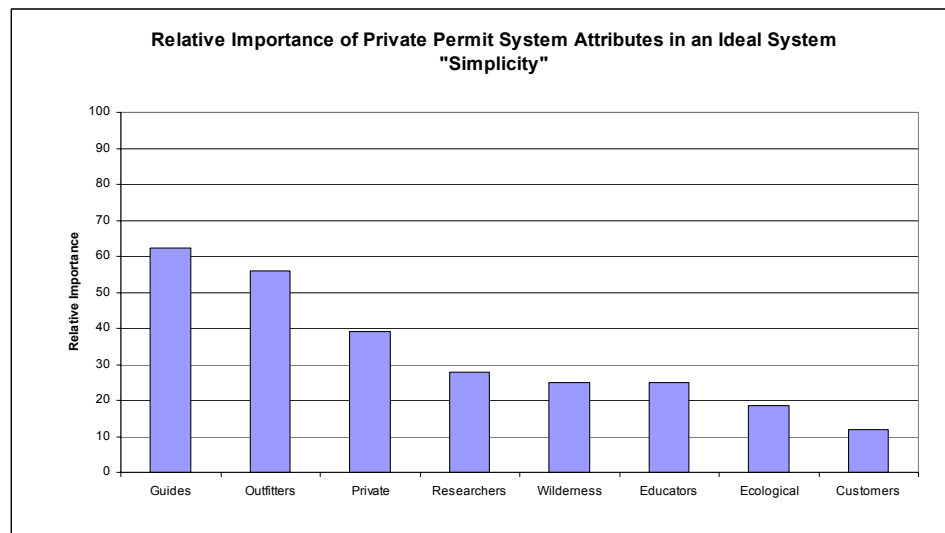
- No consensus on definition (participants added this attribute and used their personal definition)

Participants performed a comparison of each pair of attributes. For each pair they chose the attribute that was the more important to a fair private permit system. Tables 3 and 4 and the following charts show, by stakeholder group, the importance of attributes and their level of satisfaction with the current system. All groups agreed that **length** of wait was very important and everyone is dissatisfied with the current condition. Half the groups considered a sense of **equity** very important and were very dissatisfied with the current system.

Appendix D compares importance and satisfaction for each demographic group.

Simplicity

An outfitter commented that he was willing to trade **simplicity** for a more efficient system that would minimize length of wait and enhance predictability.



**Table 3 - Relative Importance of Private Permit System Attributes in an Ideal System
by Demographic Group**

Demographic Group		Number In Group	Private Permit System Attributes								
			A-Simplicity	B-Length of Wait	C-Conditions to support the process	D-Predictability	E-Flexibility	F-Frequency	G-Effort by Applicant	H-Cost	I-Sense of equity
Group Represented	Private	8	39	81	37	65	33	45	26	27	95
	Outfitters	4	56	75	84	59	25	40	22	28	59
	Wilderness	4	25	78	13	65	62	50	28	37	91
	Ecological	4	19	81	50	66	65	22	34	31	81
	Researchers	4	28	84	56	78	53	72	16	15	47
	Educators	4	25	72	59	66	69	47	9	22	81
	Customers	1	12	100	25	87	25	50	50	37	62
	Guides	4	62	72	41	56	44	59	31	22	62
	Disabled										
Number of Trips	0 - 1 trips	4	28	75	37	56	56	50	16	34	97
	2 - 4 trips	5	37	82	37	62	42	20	40	35	92
	5 - 9 trips	1	25	87	37	87	37	50	37	0	87
	More than 9 trips	23	37	78	50	67	47	53	23	24	68

(Rating scale: 0=Not at All Important → 100=Very Important)

Shaded area = rating of 70 or greater

**Table 4 - Satisfaction with Current Private Permit System Attributes
by Demographic Group**

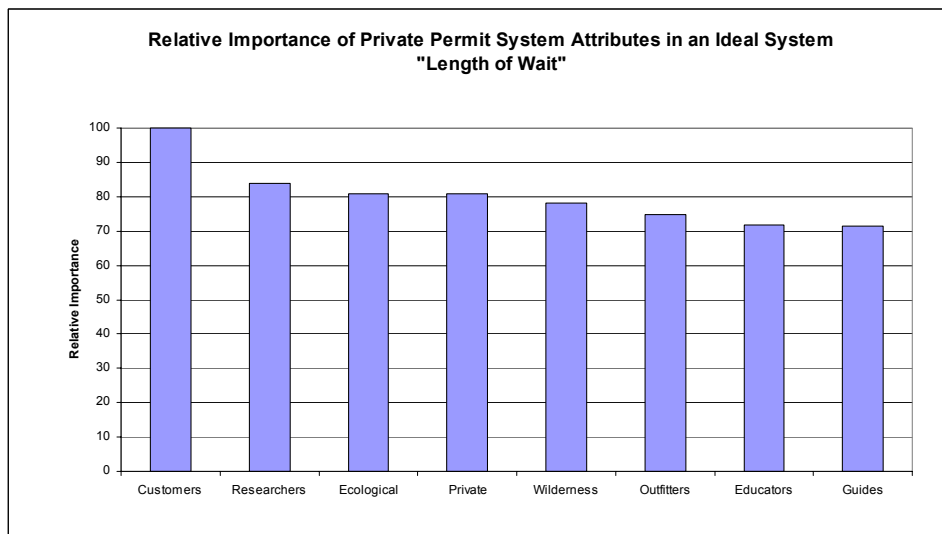
Demographic Group		Number In Group	Private Permit System Attributes								
			A-Simplicity	B-Length of Wait	C-Conditions to support the process	D-Predictability	E-Flexibility	F-Frequency	G-Effort by Applicant	H-Cost	I-Sense of equity
Total	All participants	33	3.7	1.3	4.1	4.7	3.2	3.5	4.9	5.7	2.1
Group Represented	Private	8	1.5	1.0	3.1	3.5	2.1	1.6	4.5	5.0	1.0
	Outfitters	4	3.2	2.2	3.0	4.0	5.5	4.2	4.5	6.2	4.0
	Wilderness	4	4.2	1.0	3.5	4.2	2.0	2.2	4.5	5.0	1.2
	Ecological	4	4.5	1.0	4.8	5.2	2.5	7.2	5.0	7.5	1.2
	Researchers	4	4.0	1.2	5.0	5.5	3.5	2.2	5.0	4.5	2.0
	Educators	4	5.8	1.0	4.8	5.0	3.8	3.5	4.8	6.5	1.8
	Customers	1	3.0	1.0	5.0	6.0	2.0	2.0	2.0	2.0	5.0
	Guides	4	5.0	2.0	5.5	6.0	4.2	5.5	7.5	6.8	3.8
	Disabled										
Number of Trips	0 - 1 trips	4	3.0	1.0	3.8	3.5	1.8	3.8	3.5	6.2	1.0
	2 - 4 trips	5	3.0	1.0	3.8	4.2	3.2	4.2	3.4	4.2	1.8
	5 - 9 trips	1	5.0	1.0	6.0	1.0	3.0	1.0	6.0	5.0	1.0
	More than 9 trips	23	3.9	1.4	4.2	5.1	3.4	3.4	5.5	6.0	2.4

(Rating scale: 1=Not at All Satisfied → 5=Just Getting By → 9=Completely Satisfied)

Shaded area = rating of 3.0 or Less

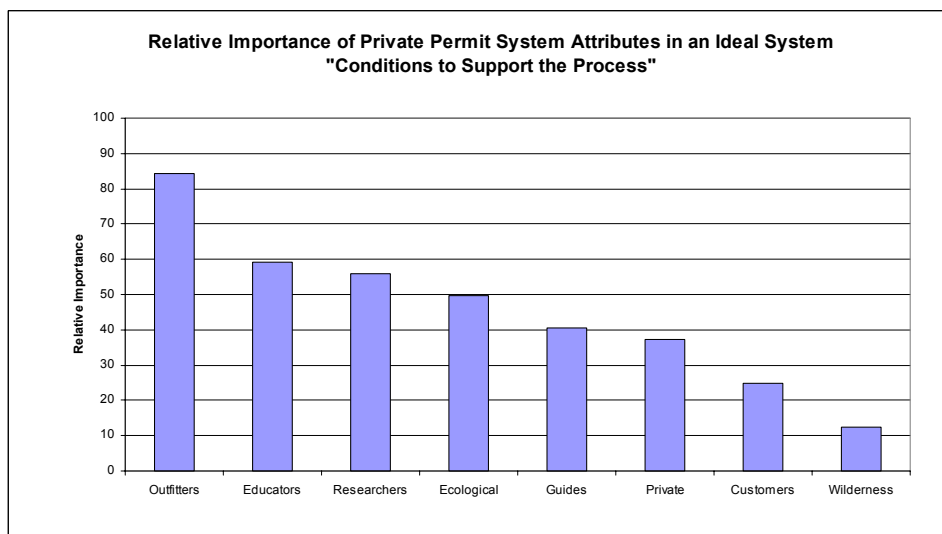
Length of Wait

While it is important to all groups, no group is happy with the current **length** of wait.



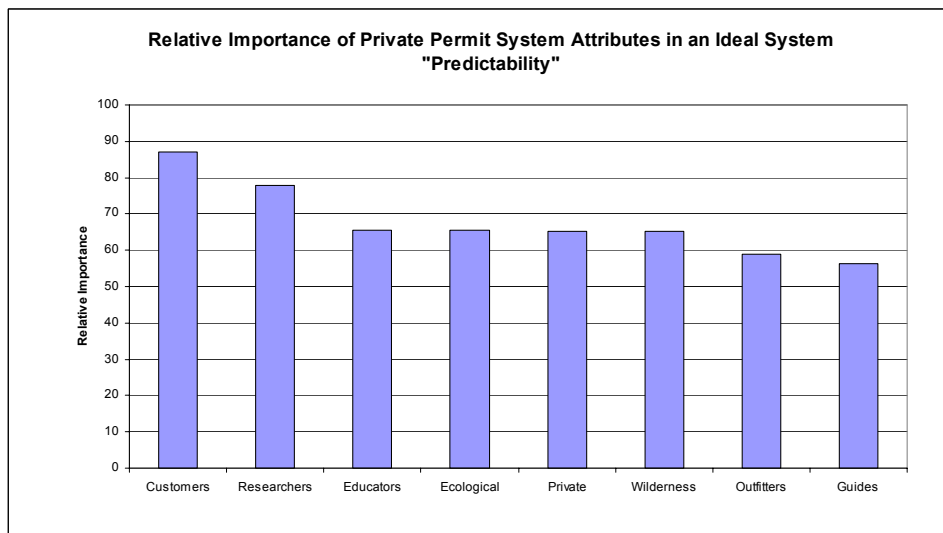
Conditions to support the process

Outfitters rated this attribute very high, while others rated it low to very low. Outfitters said that more **conditions** are appropriate to regulate high demand for a scarce resource. Another outfitter said she already abides by many conditions and chooses to impose even more on her customers. Private boaters would prefer fewer conditions. A wilderness representative explained their low score by saying the river is a scarce resource; while stringent requirements are imposed because of the high demand, they may not be justifiable. A participant with ecological concerns said wilderness is a value and should not be limited with conditions.



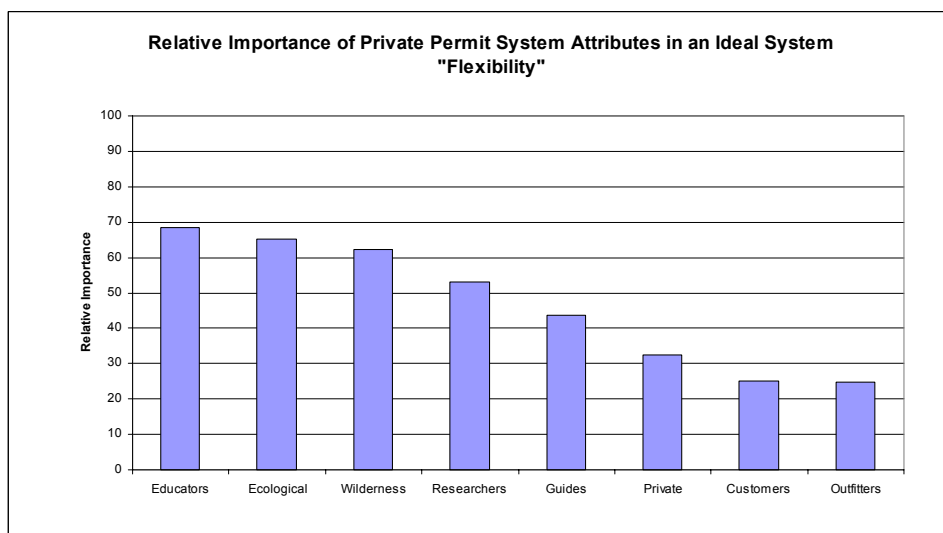
Predictability

The relative importance for **predictability** was in the top three or four for most groups. The private boaters rated it relatively high, and their level of satisfaction with the current system ranged from not at all to very satisfied. They said the wait is predictably long, but the trip date is not. Those who were very satisfied said that if people use the cancellation system, they might have more predictability and planning time. Researchers said they must be on the river at certain times when the species they are studying are active.



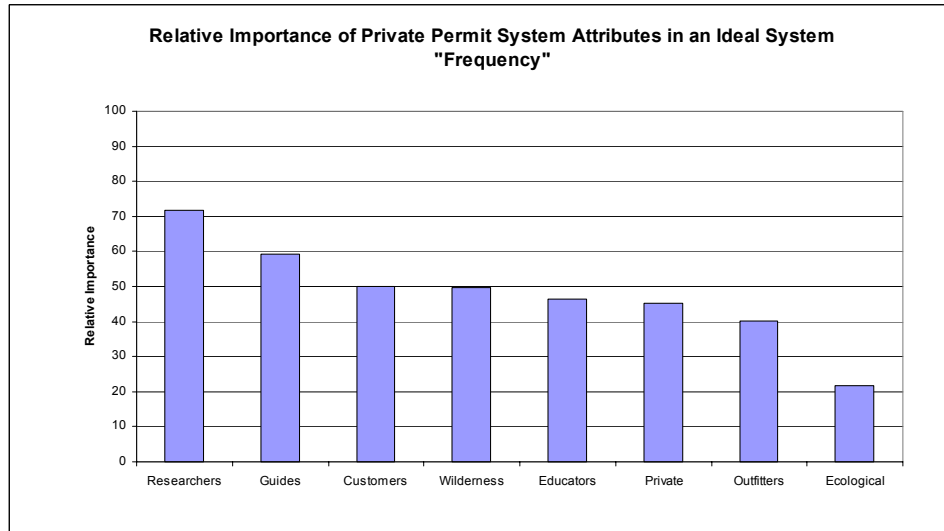
Flexibility

Educators said that sometimes they have to wait for a cancellation or for their number to come up, so **flexibility** was important.



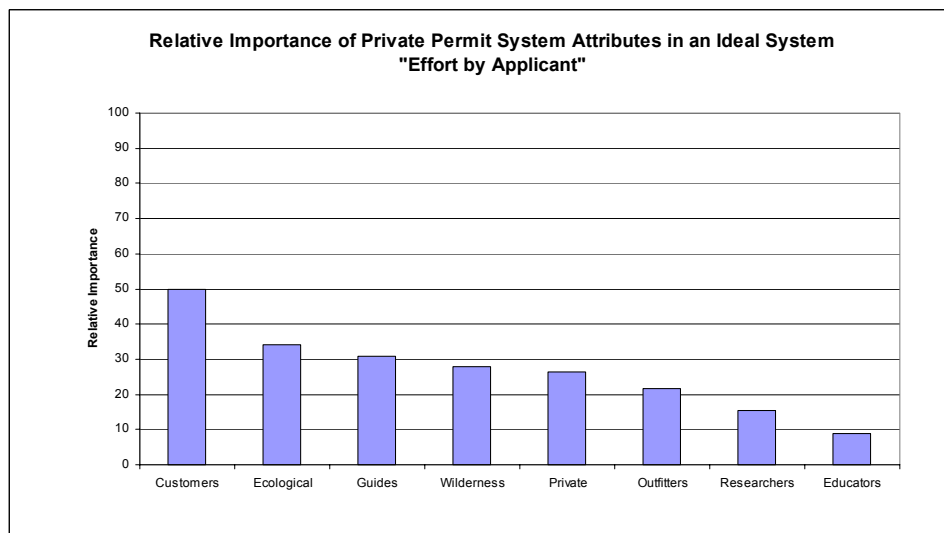
Frequency

Private boaters were dissatisfied with the current limits on **frequency**. One said that without some repeaters, it would be harder for private boaters to make the trip, because they don't have the option to take a guide. Others rated it low because they did not want frequency to be a limiting factor. Researchers said they needed to track trends, which would require them to be on the river more often than once a decade.



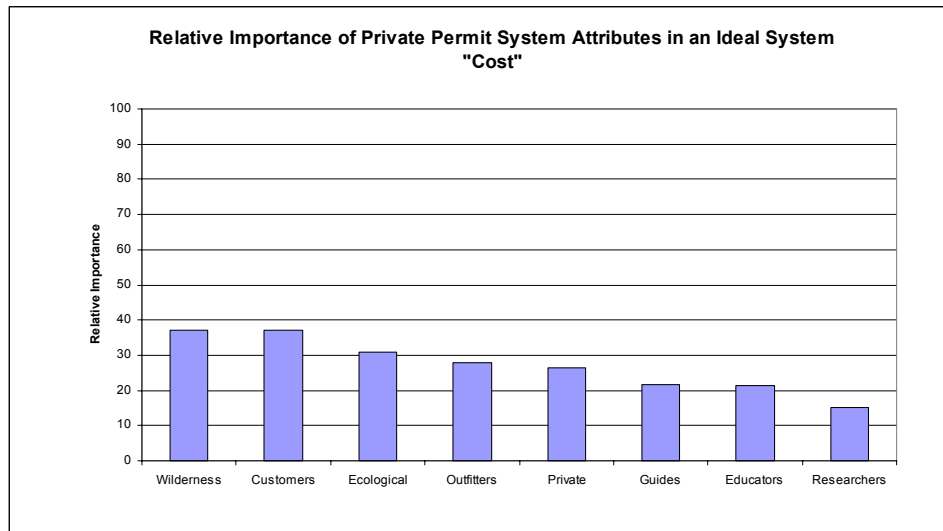
Effort by Applicant

This attribute was relatively unimportant to most groups. One outfitter thought it should take a lot of **effort** to get on the list. A private boater said there are not a lot of choices, so therefore not a lot of effort is required (to wait).



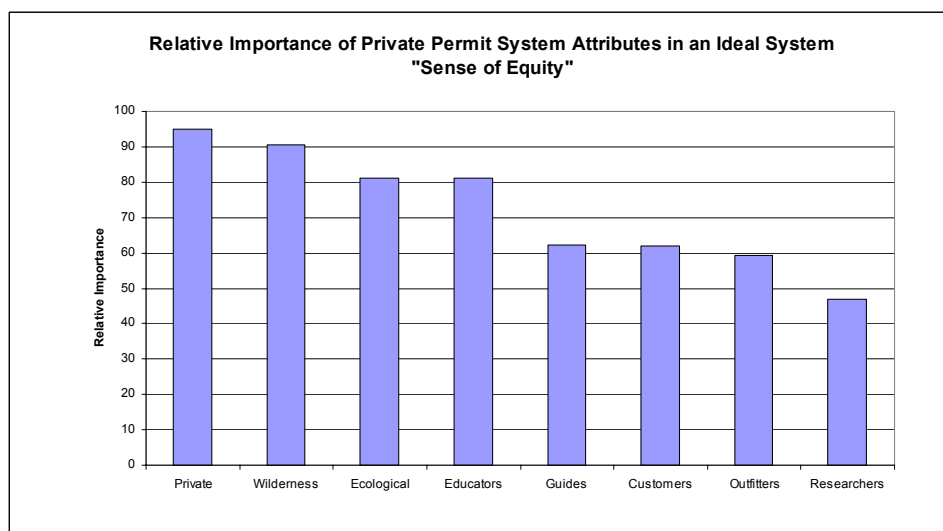
Cost

All groups rated cost low to very low in importance. They explained they were relatively satisfied with the current cost, and other attributes were more important.



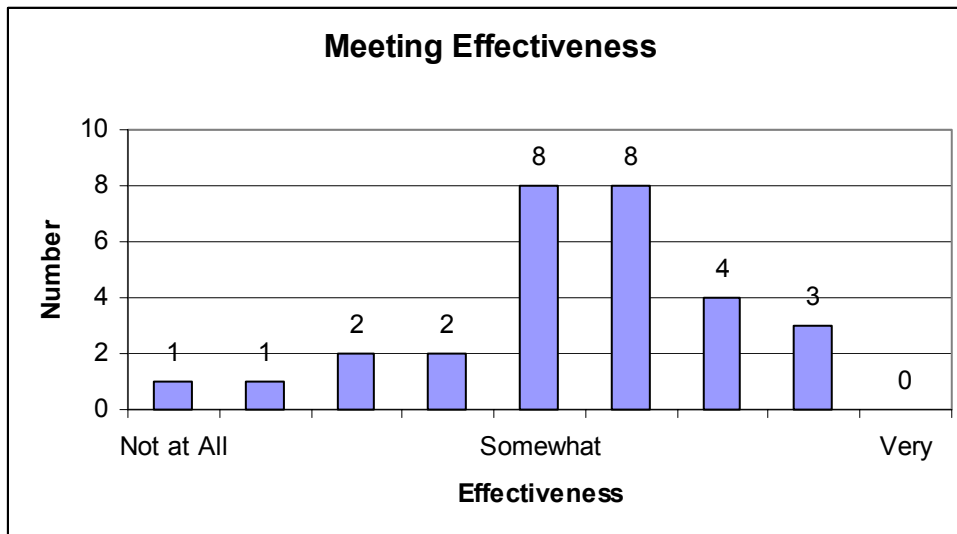
Sense of Equity

Equity was the most important attribute to the private boaters, those with ecological concerns, educators, and wilderness groups, and they were very dissatisfied with the current system. As one private boater said, everyone is deserving – the Park is part of our national heritage. Another participant said that the word equity implies parity, which means everyone has the same conditions available to him or her at exactly the same time. He felt that equity was not possible because there will be winners and losers. He thought **fairness** would have been a better word. A guide noted that currently; the wait is to lead the trip, not to go on a trip. A wilderness advocate said not everyone should be able to see the Grand Canyon; that wilderness-dependent activities should have priority. Each person was to define equity in her or his own way. An outfitter said it meant that the allocation reflected the demand, even if demand proved to be 80-20 private. He also said it is inequity when one private boater often goes on private trips while others wait for years. An educator noted the difficulty of meeting everyone's interests.



Meeting Evaluation

More than three-fourths of the participants were somewhat satisfied to very satisfied with the format of the meeting. They were able to discuss their opinions and appreciated hearing those of others.



Appendix A

Colorado River Management Plan Stakeholder Workshop Discussion Guide

January 30, 2003

Spectrum of Services and Range of Opportunities offered to the Public – 8:30 a.m. – 12:00 p.m.

Introductions (5 minutes)

- Anticipate late arrivals and time to get settled
- Introduce GRCA, SWCA representatives in attendance
- Thank participants for their time and interest

Housekeeping (2 minutes)

- Sign-in sheet – name, organization, address, phone, email –
- Nametags
- Agenda
- Meeting adjourn by _____
- Restrooms
- Refreshments

Purpose of Meeting (3 minutes)

- Involve stakeholders in educating GRCA about their values and priorities with regard to the spectrum of services offered to the public and the private permit system
- Focus discussion on the important attributes of a permit system and an appropriate spectrum of services
- Determine extent to which consensus on the attributes may be achievable
- Provide guidance to GRCA for the revision of the Colorado River Management Plan
- Results do not in any way constitute a “decision”

Process (5 minutes)

- Will use interactive audience response technology to collect opinions and explore responses. Insight based on discussion is critical.
 - Individual responses are anonymous
 - Demographic information will be collected to understand unique demographic perspectives
 - Results will NOT be aggregated across groups
 - This exercise does not constitute a “vote”, but will serve to better understand areas of agreement and disagreement.
- Opportunity for open discussion – notes will be taken to capture comments
- We will be discussing attributes or characteristics across a spectrum of services. We will not be focusing on alternatives
- Evaluate Meeting
- Examples of hypothetical output will be shown

Demographic Information (5 minutes)

1. What group were you chosen to represent?

1. Private boaters
2. Outfitters
3. Wilderness Coalition
4. Ecological concerns
5. Researchers
6. Educators
7. Commercial customers
8. Commercial river guides
9. People with Disabilities

2. **How many trips have you made down the river?**

1. 0 to 1
2. 2 to 4
3. 5 –9
4. 10+

PROCESS NOTE: After responses to all demographic questions are collected, the results of each question will be reviewed and discussed briefly. Participants will understand the demographics of the participants.

Spectrum of Services and Range of Opportunities Attributes (100 minutes)

3. **Review the following list of attributes and think about them in relation to how they contribute to a successful river experience. Are any missing?**

- A. number of **encounters** with other groups
- B. natural **quiet**
- C. sense of individual **solitude**
- D. opportunity for **social** interaction (time with friends & family)
- E. opportunity for **side trips**
- F. perception of risk/danger or **excitement**
- G. personal **involvement** in all aspects (cooking, rowing, camp set up, etc.)
- H. experience level of **boatman**
- I. **knowledge** of the resource (ecological, geological, cultural, etc.)
- J. quality of **meals** and beverages
- K. **length** of trip
- L. **size** of group
- M. **time** of year

PROCESS NOTE: Additional suggestions will be discussed and added if appropriate.

MODERATOR NOTE: Seven new attributes were added, rated and discussed.

4. **Based on your experience with your customers, constituents, family or friends, how would you rate each of the above attributes as contributing to a successful river experience?**

(Rating scale of 1 to 9: 1=not at all important → 5= moderately important → 9 = critically important)

PROCESS NOTE: Participants will vote on each item followed by discussion. Results will be presented as a bar chart (average level of importance by each demographic group) after each attribute. Review and

discuss most important to least important by selected demographic category to understand perspectives. Probe for more understanding of what might constitute the “ideal” range of services. Continue for each of the attributes.

5. Using the same rating scale, how important is it that trips be available to the following entities?

- A. Low income
- B. Disabled people
- C. Youth groups, Boy Scouts, etc.
- D. University & educational groups
- E. Museums
- F. Artists, photographers
- G. Other special interest groups

6. How important is the trip cost to the user? Use the same rating scale.

PROCESS NOTE: Results for # 5 and 6 will be presented in a bar chart and discussion will proceed as above.

BREAK (25 minutes)

Spectrum of Services and Range of Opportunities - Importance and Level of Satisfaction (45 minutes)

7. As you think about the characteristics or attributes of an ideal river experience to your customers, constituents, family and friends, how would you rank items A – M?

[Show the items again] Ask participants to use their worksheets.

(Rating scale: forced ranking from 1 = least important → 9 = most important)

8. How satisfied are you with each of these attributes now?

(Rating scale 1 to 9: 1=not at all satisfied → 5= somewhat satisfied → 9=completely satisfied)

PROCESS NOTE: The results will be presented in a profile chart with the vertical axis = importance and the horizontal axis = satisfaction. Focus on attributes in the high importance/low satisfaction quadrant. Discuss reasons for why items are important or not important. Explore ideas to improve satisfaction levels. Review results by demographic groups if useful to understand different perspectives.

MODERATOR NOTE: There was insufficient time to address Question #8.

Meeting Evaluation (5 minutes)

9. How effective was this meeting in identifying the spectrum of services and range of opportunities that are important for an ideal river experience?

(Rating scale 1 to 9: 1=not at all effective → 5=somewhat effective → 9=very effective)

PROCESS NOTE: Results presented as bar chart. Explore results to understand rationale. Identify suggestions to make future workshops more effective.

Conclude Meeting (5 minutes)

- Thank participants for their attendance.
- Adjourn

Total Time for Spectrum of Services (200 minutes)**Private Permit System – 1:30 – 5:00 p.m.**

May need to repeat purpose and process from the morning if we have new participants. We will definitely *emphasize that the purpose of this exercise is to discuss the attributes of a private permit system, not to discuss various alternatives.*

Demographic Information (5 minutes)**1. What group were you chosen to represent?**

1. Private boaters
2. Outfitters
3. Wilderness Coalition
4. Ecological concerns
5. Researchers
6. Educators
7. Commercial customers
8. Commercial river guides
9. People with Disabilities

2. How many trips have you made down the river?

1. 0 to 1
2. 2 to 4
3. 5 –9
4. 10+

Private Permit System Attributes (120 minutes)**3. Review the following list of attributes and their definitions for a private permit system. Are there any missing?****A. Simplicity**

- Easy to understand
- Easy to get questions answered
- Easy for Park to administer

B. Length of wait

- Minimize time from application to taking trip

C. Rules to expedite the process

- Trip participant rule (if on the list and participate in 2 other trips, your name is dropped)
- Meet boatman qualifications
- Minimum age requirements
- Trip leader experience

- D. Predictability**
 - Adequate planning before launch
 - Ability to schedule a trip with specific timeframe
- E. Flexibility**
 - Ease of transferability (e.g. alternate trip leader)
 - Opportunity to defer or reschedule trip
- F. Frequency**
 - Repeat Use
 - Maximize # trips per user/ unit of time
 - Maximize # trips per trip leader/ unit of time
- G. Effort by applicant**
 - Easy to apply
 - Easy to stay eligible (paperwork, etc.)
- H. Cost**
 - Initial application fee
 - Administrative costs
 - River use fees

PROCESS NOTE: Additional suggestions will be discussed and added if appropriate.

MODERATOR NOTE: One attribute was added, rated and discussed.

4. As you think about these attributes, which is more important for a successful private permit system?

PROCESS NOTE: Participants will perform a pair wise comparison of each pair of attributes. Results presented as bar chart. Review/discuss the most important → least important. Explore demographics to understand perspectives.

5. How satisfied are you with each attribute of the current system?

(Rating scale 1 to 9: 1=not at all satisfied → 5=just getting by → 9=completely satisfied)

PROCESS NOTE: The results will be presented in a profile chart with the vertical axis = importance and the horizontal axis = satisfaction. Focus on attributes in the high importance/low satisfaction quadrant. Discuss reasons for why items are important or not important. Explore ideas to improve satisfaction levels. Review results by demographic groups if useful to understand different perspectives.

Meeting Evaluation (5 minutes)

6. How effective was this meeting in identifying the importance of attributes of a private permit system?

(Rating scale 1 to 9: 1=not at all effective → 5=somewhat effective → 9=very effective)

PROCESS NOTE: Results presented as pie chart. Explore results to understand rationale. Identify suggestions to make focus groups more effective.

Conclude Meeting (5 minutes)

- Thank participants for their attendance.
- Adjourn

Total Time (160 minutes)

Appendix B

Spectrum of Services and Range of Opportunities And Private Permit Systems Workshop

Participant Comments and Observations

Spectrum of Services and Range of Opportunities Workshop

4. Based on your experience with your customers, constituents, family or friends, how would you rate each of the above attributes as contributing to a successful river experience?	
<i>Number of encounters with other groups</i>	
Group	Comments/Observations
Outfitter (OUT)	<ul style="list-style-type: none"> Current # of encounters is acceptable – passengers on commercial trips rate their trips as being excellent – experts said people don't remember the encounters they have – so current number of encounters is OK.
Private Boater (PB)	<ul style="list-style-type: none"> That's not the nature of the discussion – more encounters could really change the nature of the trip – people aren't focusing on the extremes. Encounters can be positive – you can meet a lot of characters, there is entertainment value, talking, exchanging dialogue can be beneficial.
Wilderness (WILD)	<ul style="list-style-type: none"> Prefer low number of encounters.
Researcher (RES)	<ul style="list-style-type: none"> We're mandated to avoid people – animosity between PB and OUT is such that we're not supposed to interact. This may not be what we want, but we're told to avoid people, so that's why it's low. An important aspect of what we do is to tell recreational boaters about what we're doing – though we're to avoid attraction sites and camps. We have a great opportunity for outreach and education.
<i>Natural quiet</i>	
Researcher	<ul style="list-style-type: none"> Why low? Difference in definition of what is a successful trip – if we collect the right data, it's clean, and everyone is safe – so quiet isn't as important.
Outfitter	<ul style="list-style-type: none"> (Also a little lower than others – all four outfitters were the same) we run outboard motors for our trips so some time without natural quiet is inevitable. When the motor goes off, natural quiet opportunity is there.
<i>Sense of individual solitude</i>	
Researcher	<ul style="list-style-type: none"> We have a job to do – get in and get out.
Private Boater	<ul style="list-style-type: none"> Researchers should not be a stakeholder.
<i>Opportunity for social interaction, including group dynamics</i>	
Researcher	<ul style="list-style-type: none"> Interaction within the group or between groups? We have an interpretive function, without imposing on others' solitude and communing with nature.
<i>Opportunity for side trips</i>	
Wilderness	<ul style="list-style-type: none"> I don't want to destroy the wilderness – it's for me to recognize and go past it – don't want to go where the guidebook tells me.
Researcher	<ul style="list-style-type: none"> Don't get to do side trips.
<i>Excitement during trip and personal challenge</i>	
Ecological (ECO)	<ul style="list-style-type: none"> In terms of preserving what's there, it doesn't factor in. Originally it was the most important thing to me – it isn't now. I go to enjoy the beauty and wildness, not to be scared s---less at Lava.
Educational (EDU)	<ul style="list-style-type: none"> There are a lot of different kinds of educational experiences – they have different needs for personal challenge.

Personal involvement in all aspects (cooking, rowing, camp set up, etc.)	
Group	Comments/Observations
Disabled (DIS)	<ul style="list-style-type: none"> This is a group of people who are grateful for all the help they can get – may not be able to do the trip without help – so involvement not relative to what we might enjoy. Depends on the level of disability – and what you are capable of doing – the wide range here shows the range of disability.
Guides	<ul style="list-style-type: none"> Depends on the customer – some don't want to be involved, others do.
Experience level of boatman	
Private Boater	<ul style="list-style-type: none"> Might be how you interpret – I'm on the waiting list, only went once, I have a lot of boating experience but not in the Grand Canyon – I rated in terms of overall experience, and I said it was very important. The other interpretation might be experience in Grand Canyon, and if folks said it wasn't important, because that particular experience (in Grand Canyon) isn't important. I rated it low – I've taken people to Lees Ferry and they learned there – they could read water, they were kayakers, I put them on a raft and they could handle it. As a boatman, if I were really concerned about the experience level of the boatman, I probably wouldn't go on the trip – so the experience isn't much of an issue.
Outfitter	<ul style="list-style-type: none"> Boatmen are critical to outfitters because we are entrusted with people who cannot do it for themselves. Safety, interpretive experience, etc. is all important. PB say that the nature of that trip is learning and experiencing on their own is more of a private interest.
Knowledge of the resource (ecological, geological, cultural, etc.)	
Outfitter	<ul style="list-style-type: none"> Would like to hear from guides why knowledge of the resource isn't important.
Guide	<ul style="list-style-type: none"> Not the most important thing to our customers, although it is very important overall. I don't want to interpret to people who aren't interested.
Ecological	<ul style="list-style-type: none"> I was the moderate – I'm pretty knowledgeable about that Grand Canyon now, but the first time I went I knew very little and still enjoyed it immensely.
Quality of meals and beverages	
Private Boater	<ul style="list-style-type: none"> (Why the range of responses?): it sets the atmosphere for the trip – quality of food is very different for a hiking trip than a French chef trip – variable depending on the customer. I question as to whether this fits in, private trip can self-control – may not be important. We may assume a sacrifice in quality of food in trade-off for other things. Time spent on preparing food and washing dishes isn't experience enhancing for me.
Ecological	<ul style="list-style-type: none"> May be confusion between good and bad food on the one hand, and simple vs. fancy food on the other.
Length of trip	
Private Boater	<ul style="list-style-type: none"> What's important is that it is long. Trip of a lifetime – want to maximize every day. For winter trips, need more time because the days are shorter. Used to be a six-week trip, slowing down and getting a sense of the resource and be inspired by the resource is important.

Group	Comments/Observations
Customer (CUST)	<ul style="list-style-type: none"> Single father with custody of four kids, the ability to go for 6 or 9 or 3 days excites me and other people I talk to.
Ecological	<ul style="list-style-type: none"> If the NPS could be more flexible, it would accommodate more people – not just private and commercial, but more options.
Disabled	<ul style="list-style-type: none"> The trips I've done (4 so far), one on Grand Canyon, three on San Juan, the hikes on the San Juan and petroglyphs were amazing – it was a shorter trip, but what's more important is the quality of the trip. Group dynamics. Just getting to do it is the most important.
Outfitter	<ul style="list-style-type: none"> We've taken physically challenged on charter trips – some said the longer trip was too demanding for them. Others felt the longer trip was great for them. I think this applies to the general population, too. Value to have wide variety of trip lengths, so we can offer it to everyone. Financial considerations, work considerations, physical considerations, etc. We want a range, both long and short.
Educator	<ul style="list-style-type: none"> Length isn't critical, but predictability is important – trying to work around school schedules is important. We need to know what we will get ahead of time.
Size of group	
Private Boater	<ul style="list-style-type: none"> Size is important as to what kind of trip experience you might have. From a management perspective, the size of the groups will be important to how many trips can launch. I found this a little hard to answer. I gave it a 9 but don't know what we're trying to find out with this question. The experience the group gets will differ with large or small group, also keeps the cost down with large groups. I think it's critical – one aspect is that after you get above a certain # of people, hard to make decisions as a group. Don't want to feel like you are in a cattle car, either. Very important when interfacing with potential wilderness – also with respect to equitability between user groups. When you meet a trip three times your maximum size, you wonder about the justification for such an extreme disparity.
Guide	<ul style="list-style-type: none"> What size depends on what you want to do. Fast hiking trip with a few friends, vs. get down there quickly and see what you can see with whomever.
Disabled	<ul style="list-style-type: none"> People with disabilities need attendant care, other support group – depends on the individual, types of accommodation they may need. With more physical ability, can go on a smaller group. Others can't, if they need support staff. Is a large group as accountable for stewardship as a small group? (Everyone is accountable – answer from one person).
Ecological	<ul style="list-style-type: none"> Very important – this is how you have a direct impact on the resource.
Outfitter	<ul style="list-style-type: none"> We have to have sizes between 12 and 36 – charters, educational (12-15/ year). Educational need larger groups for economy of scale. We do the most diverse background of group sizes in Grand Canyon. A small group does not ensure less impact. Experts at last night's panel said group sizes are appropriate (36). Large groups make sure that guides will control behavior. Large groups allow for more groups that are smaller.

Time of year	
Group	Comments/Observations
Private Boater	<ul style="list-style-type: none"> • I'd like to see more trips in the winter for private boaters • I voted moderate. Each season offers something to a boater. You may want to have the different experiences. • The time of year for most PB is "any time." The winter just as good as the summer. Most seem to enjoy the shoulder season, if you've been there often.
Outfitter	<ul style="list-style-type: none"> • Important because of work schedules and vacation schedules, school schedules. A lot of people consider water recreation to be a warm weather experience. • I've helped plan trips for disabled – weather is a factor. Too hot, too cold, too wet, too dry are all things we have to consider.
Wilderness	<ul style="list-style-type: none"> • I said not very important – the Canyon offers something all year round • I rated high, because NPS responsibility to manage as wilderness year round, and not have "sacrifice" seasons.
Ecological	<ul style="list-style-type: none"> • Has to do with where groups are at what time of year, but it is critical for resource protection. • Need for more information. We see a lot of summer use, not much winter use – concerned about increasing winter use. We need to monitor.
Researchers	<ul style="list-style-type: none"> • Critical, because of the species and what you are studying.
Educators	<ul style="list-style-type: none"> • I now think it's higher than I voted – as educational trip, need to get people enrolled early, need to prepare, both logistically and educationally -- knowing when it's going to happen is very important. • Canyon offers incredible opportunities any time of year.
Disabled	<ul style="list-style-type: none"> • Important mostly for comfort. There is so much stuff you need to bring anyway, want to do trip during the summer. • Not important because for accommodations to be put in place, we're dependent on others to do that. It's not our choice; it's when the supports are available.
Educational value (imparting knowledge)	
Educators	<ul style="list-style-type: none"> • We all recognize the importance the Grand Canyon has as educational resource for all people who go, but particularly for trips that will increase the stewardship of the place. Also, it's a primary mission of the NPS to provide educational opportunities to the public. • Group dynamics can be all over the map. Often people with knowledge leak it selectively – if people are more educational, the group dynamics will be better. • Educational value to me means – people have information so they can disseminate. Not just educational trips. Value to educating users on how to preserve the river ecosystem, and how to best enjoy your trip. Not just in an expedition, but also before you enter the canyon. Whether a private boater or an outfitter, people should be educated.
Private Boater	<ul style="list-style-type: none"> • (Why might it not be important?): ECO person guesses that you can still have a great time without imparting education. • Most private trips are on their first or second GC trip – when I think of education, that's a bonus. A lot of private trips are fueled by anxiety. I don't like those. Education may be how to run this or that rapid. We talk a lot about camping values, and so on. This is so broad it's hard to figure out – I rated it in the middle.

Group	Comments/Observations
Customer	<ul style="list-style-type: none"> I've been on trips when everyone just wanted to have a great time, with no education – also very educational trips. Some info is great, but not too critical to enjoying the trip.
Wilderness	<ul style="list-style-type: none"> (Why the spread?): I rated it as two – it's a learning experience you do on your own. Too much education is not necessarily a good thing. Should be more of a personal experience.
<i>Opportunity to experience nature on its own terms</i>	
Private Boater	<ul style="list-style-type: none"> That's the essence of the experience you are seeking. That's why you are there.
Outfitter	<ul style="list-style-type: none"> Same reason
Researchers	<ul style="list-style-type: none"> (Why spread out?) I voted low, doesn't affect what I put on my datasheet. No, part of our training is to be objective – I rated it high, but that's more personal.
Ecological	<ul style="list-style-type: none"> This is different because managed by Park Service, mandate to protect and sustain what is there long term – these things tie together. Being able to experience this, impart it, not just a matter of opinion. The more you understand, the better able people are to understand the value and want to protect it. We are very focused on recreational aspect of this Management Plan – needs to include resources of Grand Canyon. Seems we're only focusing on 20% of what we should be focusing on.
<i>Condition of the resource</i>	
Researcher	<ul style="list-style-type: none"> Important to have a resource that is great shape – but we work with a lot of resources that are not in great shape – it doesn't affect our trip, or whether the trip is a success.
<i>Disability accommodations</i>	
Private Boater	<ul style="list-style-type: none"> I entered a low score. I think it's great that everyone can get down there. But this is not important to my experience on the river. I would have liked to have said "not applicable." I'm the lowest. A lot of ACA members have disabilities. They don't want any special accommodations – they want to make their own accommodations (adaptive paddling). Providing services for PB, they call us asking for special needs (disabled). I rated high. They get so much out of it. I'm proud we can make the accommodations because they get a lot out of it.
Disabled	<ul style="list-style-type: none"> None of us leave equipment there that will scar the Canyon. We don't want a boat ramp and a port-a-potty there. Accommodations have to come from outfitters, service providers. We don't intend to change the resource. It's more of educating the service providers as to what is needed. You haven't had an experience with a disabled person on the river because the accommodations have to be brought with the trip. I love this river – I changed my profession because of it. If a person who is blind, deaf, doesn't get the opportunity, it's a wasted resource for us.
<i>Spectrum of opportunities to choose from</i>	
Outfitter	<ul style="list-style-type: none"> Important to have a wide spectrum of choices, but it's important not to blur the line between private and commercials. If there is a guide on a private trip, it's not a private trip any more – so it's not important to have this spectrum offered. It's important to have a spectrum – then whether an individual opportunity is offered is another discussion. That should be on the merits. Some specific opportunities may not be appropriate.

Group	Comments/Observations
Private Boater	<ul style="list-style-type: none"> It's important to blur the line between private and commercial – have more choices. Educational trip now has to go through outfitters – wide spectrum could have done their own trip.
Educators	<ul style="list-style-type: none"> A lot of people want to learn how to boat, learn about the resource – they should be able to . I rated this high – we're working with an old jalopy of a system – hasn't addressed the full needs of the public in a fair and equitable way. We need to see what public needs have not been served. We're locked into modes of what we each think is important – we need to think broadly.
Ecological	<ul style="list-style-type: none"> Sierra Club doesn't care about who get the permits – but condition of the resource. There's a group that wants to maintain the status quo, and others who want a complete overhauling of the system.
Wilderness	<ul style="list-style-type: none"> I think there is a distinction between private and commercial – to have guides on "private" trips may be a commercial offering.
Disabled	<ul style="list-style-type: none"> Doesn't having a spectrum mean private and commercial trips? These may be sufficient.
Level of safety preparedness	
Private Boater	<ul style="list-style-type: none"> I have a hard time with coddling people, although I'm for safety.
Wilderness	<ul style="list-style-type: none"> I gave it a low score – preparedness and skill is good, but wilderness is inherently a place of risk, and people can't expect that everything can be kept safe.
Ecological	<ul style="list-style-type: none"> Safety is extremely important, but I have a little fear that NPS could use this as a way from preventing large constituencies from doing the river. Might require that people have done several river trips before they can go – might be abused. I used to tell people that the drive to Lees Ferry is the most dangerous part of the trip. It's not skydiving without a parachute. It is a personal challenge, but not necessarily a dangerous trip.
Stewardship	
Wilderness	<ul style="list-style-type: none"> I voted low – stewardship is turned into private ownership, and then the public agency responds to the stewards and forgets about the rest of the world.
Educators	<ul style="list-style-type: none"> Here's an idea central to the NPS mission. From educators' perspective, this is the most important. It comes back to protecting the resource.
Guides	<ul style="list-style-type: none"> This is incredibly vital – you learn it in Grand Canyon, and you carry it with you elsewhere. It can affect other areas of your life and how you look at the world. Especially those coming from urban areas -- nature on a grand scale, and taking care of it, is a new idea. Then they can incorporate it into their lives.

Private Permit System Workshop

4. As you think about these attributes, which is more important for a successful private permit system? 5. How satisfied are you with each attribute of the current system?	
<i>Conditions to support the process</i>	
Group	Comments/Observations
Outfitter	<ul style="list-style-type: none"> I think we need more conditions and less flexibility – more appropriate in a lower-demand system. I think for more efficiency, need more conditions. I think conditions are important, but not very good right now. Part of what a permit system is about is not opening the floodgates for everyone to take a trip. The purpose is to regulate a scarce resource. More supply than demand now and in the future. Would be useful for the Park to consider that the effort to get the permit will be important in how it rations the resource. This is about keeping people out, not letting people in. So it is appropriate to impose conditions. The factor in commercial system to keep people out is money. In the private system, it's the conditions. If spectrum of services is expanded, will be more people coming into the system greater strain on the resource. Conditions need to be tightened up so we know who will be on the river. So as more services are available, more people will have access to the system. Conditions will regulate this. I manage a small company. I have a lot of conditions that people have to meet to ensure me that they will follow through on their commitment to take a trip on a certain date. I feel comfortable having a lot of conditions so that I don't start a waiting list for no reason.
Private Boater	<ul style="list-style-type: none"> For me, this one was more ambiguous. For those who liked this one: no response America wants choices. Park should provide those. Should be a carte blanche. Simple gatekeeper model, and common pool. I rated this low. I think that compares apples and oranges. Different burden for an entity making a profit from a public resource, vs. someone who wants to access the resource directly. Ever since the permit system came out, the PB has tried to get around it, and they are good at it. The more conditions you come up with, the more opportunity for them to get around it. So simplicity is important.
Wilderness	<ul style="list-style-type: none"> Scarce resource and impositions were made to justify the current system and the problems they have, so some constraints are inappropriate. The stringent requirements are imposed because of the high demand, but may not be justifiable.
Ecological	<ul style="list-style-type: none"> Wilderness is a value. Risk is fine and if folks are taking a risk, it's perceived as a good thing. So don't limit with conditions. Conditions are so varied so hard to vote on this. I said this was high in importance because of the pre-trip environmental education that trip leaders should go through.

Group	Comments/Observations
Guide	<ul style="list-style-type: none"> There are a lot of conditions on what we do to protect the client's resource and Park Service. Our conditions are 40 pages long, and we reference the federal health code, 500 pages. It's part of the price of participating and being part of the Canyon.
Predictability	
Private Boater	<ul style="list-style-type: none"> Low satisfaction: it is predictable in terms of a long wait, but not predictable in terms of your date of going High satisfaction if people use the cancellation system, they may feel it is predicable. Also, plenty of planning time.
Researcher	<ul style="list-style-type: none"> Timing of research during the time certain species are active – seasonality is important. If we do this as independent researchers, we have to get a private permit if we aren't funded through a public process.
Flexibility	
Educator	<ul style="list-style-type: none"> Why is it important to educators? (They were the highest of all) I don't see a lot of last minute deferring – it's planned for a long time – so I'm not sure why it was so high. Sometimes we do wait for a cancellation or for our number to come up, so this is important.
Simplicity	
Outfitter	<ul style="list-style-type: none"> My goal is a more efficient system, that would minimize length of wait and enhance predictability, so strong conditions and little flexibility in order to get the other things, and simplicity was in the middle to me.
Frequency	
Private Boater	<ul style="list-style-type: none"> I think frequency is not important if you don't want that to be a constraint. I saw frequency as low in importance because I didn't want it to be a limiting factor. Why is this not important? I think you might be misinterpreting the data. I'm dissatisfied with the limits on frequency. So I'm dissatisfied on choices on the question. I rated this low in importance – the NPS shouldn't dwell on this at all. I think it is important – for private folks, you take someone who has been there before and they can tell you how to do the trip. Without some repeaters, it would be a lot harder for private boaters to do the trip. We don't have the option to take a guide. I agree with the comment above, important to have a pool of people to serve as a resource – shouldn't be a rule against it. We read the question differently. Equity and frequency: if I am wealthy enough to go multiple times commercially, I can't afford that. Think about the equity.
Researcher	<ul style="list-style-type: none"> (Important but not very satisfied) when we do a study, we need to track trends, need to get down more often than once a decade. Administrative user days are regulated as private trips, not commercial trips. So our interest is that if researchers, independent, or others, those numbers are captured and capped, and it becomes part of the pie, how will that fall out? We decided frequency was an important part of it.
Ecological	<ul style="list-style-type: none"> I said it was not important because there are people who want to go twice before someone else goes once. I don't think it's necessarily good for people to go every year while I wait 12 years. I am answering this question as a private boater. Nothing here has to do with ecological issues – so I think you could make the case that ¾ of the people in the room shouldn't be here. I don't know of any other river that regulates repeat use.

Group	Comments/Observations
Outfitter	<ul style="list-style-type: none"> It's because of equity and the supply being outstripped by demand. For me, this was in the middle because so many other issues are important.
Effort by applicant	
Customer	<ul style="list-style-type: none"> I don't have a stake but I talk to private boaters and if it's too easy to get on the list, maybe should be incentive for easier access by having more effort on the front end.
Outfitter	<ul style="list-style-type: none"> This was not important because I think there should be a lot of effort to get on the list. Every member of the trip has to call me and tell me that they are going on the trip, and go over the requirements of the trip. There is a currency with both options – maybe the reality is that it will cost just as much money, time, or other currency in the new system. Problem is that no matter how you design the system, there are more people who want trips than there are trips. Will always be winners and losers. Should be fairness in having a <u>chance</u> to go. We saw in the CRMP comment letters from our customers – they could save the money over time, but didn't feel they could gain the skills to go.
Private Boater	<ul style="list-style-type: none"> Not a lot of choices, so not a lot of effort. The wait is so long so they make it easy for you to wait. There's not a lot of hurry. All of these are important. In a dream system, effort should be easy. Because it is easy to commit and the wait is long, there is not commitment and people want to screen people out in the front end.
Wilderness	<ul style="list-style-type: none"> Two methods to allocate use: pay to go, wait to go. There are problems with both. Pay a lot of money or wait a long time. There are other schemes for rationing a scarce resource with their own problems that should be considered. Should consider a larger pool.
Guides	<ul style="list-style-type: none"> Can equalize the waiting list.
Equity	
Wilderness	<ul style="list-style-type: none"> A lot of talk about how everyone should get to see Grand Canyon. I disagree. We already agree there will be endless demand. Demand for what – to see it? It is a wilderness resource, and wilderness-dependent activities should have priority. This isn't about letting everyone going to Disneyland. Should invest waiting time or skill-development time, they have earned the greater equity. This is a standard wilderness management – more priority to wilderness dependent activities.
Guides	<ul style="list-style-type: none"> Right now, you pay to go, or wait to LEAD a trip – 15 others go without a permit. The wait is to lead the trip, not to go on a trip. Perfection and equity are never reached. There isn't a perfect system, but there is a better system.
Researcher	<ul style="list-style-type: none"> Respect for the time you are there. Human happiness doesn't equate to ecological integrity it's important but it's how the trip is framed. Science isn't a waste of time or money – respect of the resource and each other is part of equity. Don't remember how I rated this.
Outfitter	<ul style="list-style-type: none"> I have trouble with the word equity. Hard to define. Implies parity. Everyone has the same conditions available to him or her at exactly the same time. That's not possible. There are winners and losers. Fairness would have been a better word. (one person seems satisfied) I might have made a mistake on my ranking, maybe I pressed the wrong button. We were instructed to rank them by our own definition of equity. I understand the sense of equity of the allocation. I wish we had a demand study. A large part of the public is deserving and benefits but cannot boat themselves. I wish NPS could

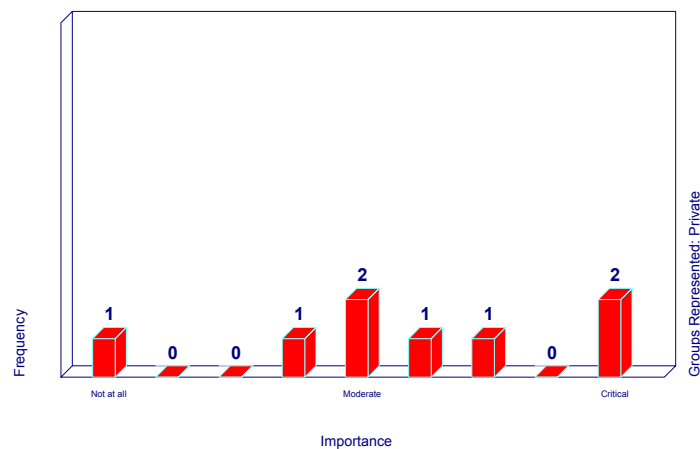
	<p>settle the question of demand, even if it were 80-20 private boaters. That's part of what equity meant to me. Also, when one private boater goes all the time, and others go very infrequently, it's inequity within the group. My overall goal is to make the system more efficient.</p>
Private Boater	<ul style="list-style-type: none"> everyone is deserving – the park is part of our national heritage.
Educator	<ul style="list-style-type: none"> one of the challenges we face is trying to find – w have two poles, how do we find the range of conditions that meet everyone's interests. The hybrid line – where is it?
Cost	
Private Boater	<ul style="list-style-type: none"> tradeoff with other choices. all the private trips are relatively the same cost. cost structure – pay \$100 plus costs share, if someone joins the trip from Phantom Ranch to Hermit, also pays \$100. there are cost issues with equity, too – some of us were thinking about cost in terms of more equitable private permit system, then people have more choice instead of having to pay the big money for the commercial trip
Guide	<ul style="list-style-type: none"> not necessarily willing to pay more – but willing to downgrade the issue of cost
Customer	<ul style="list-style-type: none"> I miscued on the button – I'm more satisfied that this shows.
Length of wait	
All	<ul style="list-style-type: none"> No one is satisfied.

Appendix C

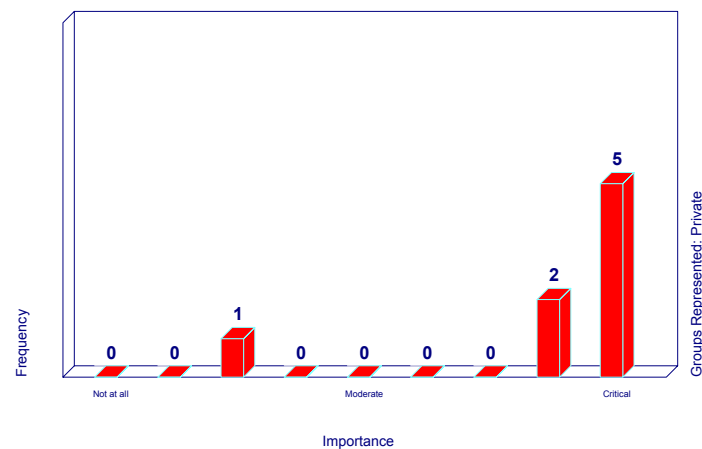
Importance of Spectrum of Service Attributes by Demographic Group

January 30, 2003

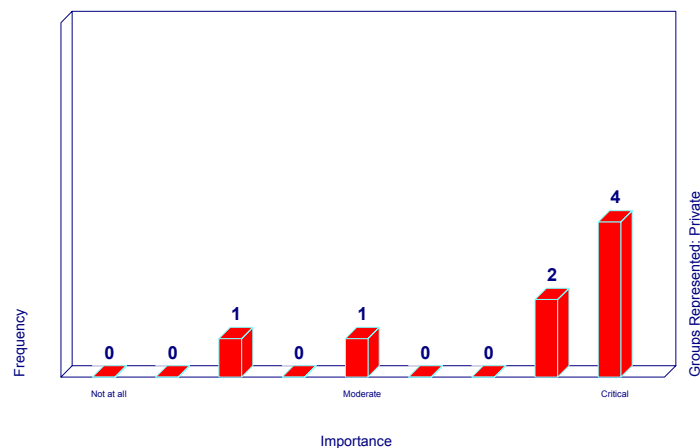
A- Number of *encounters* with other groups



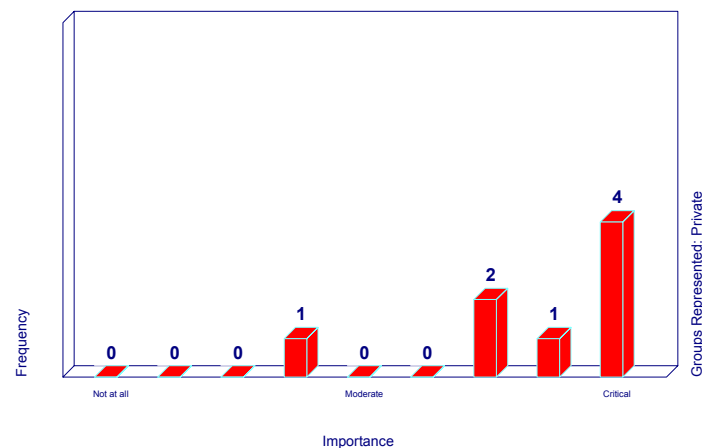
B- Natural *quiet*

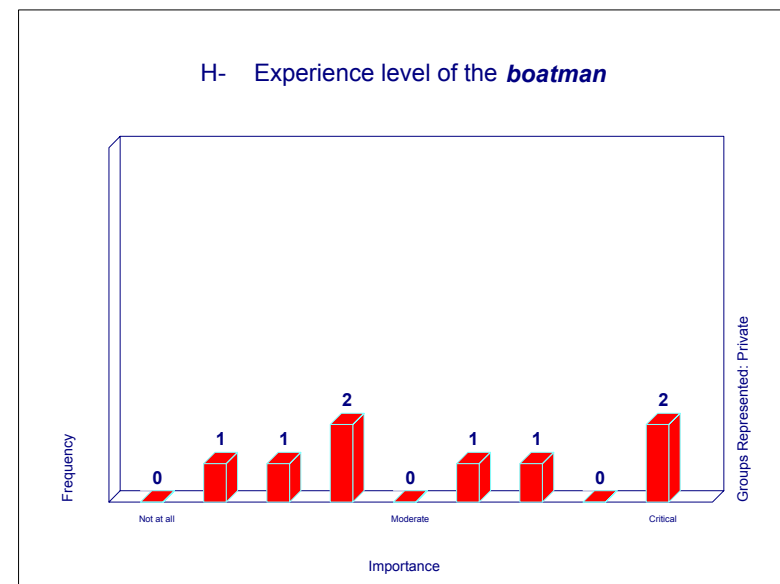
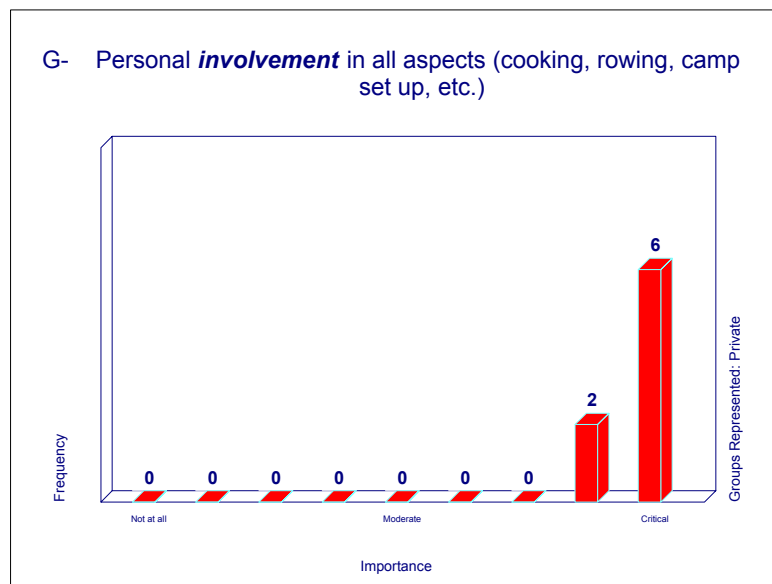
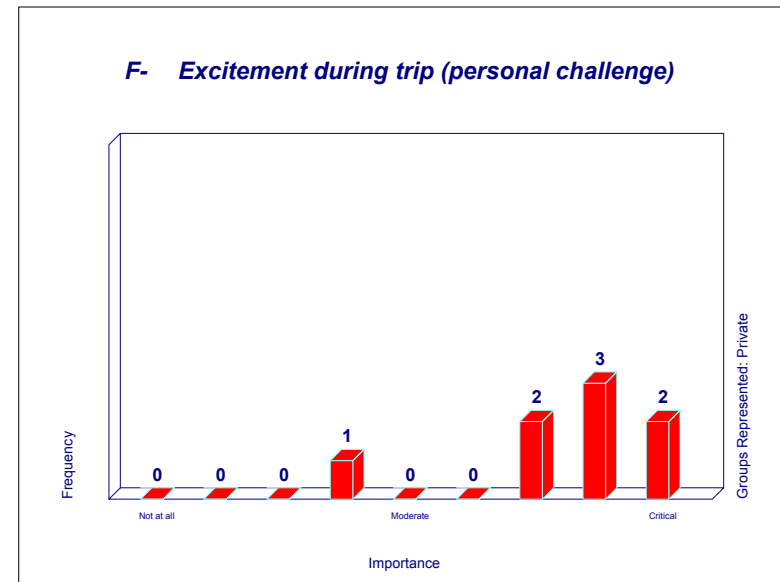
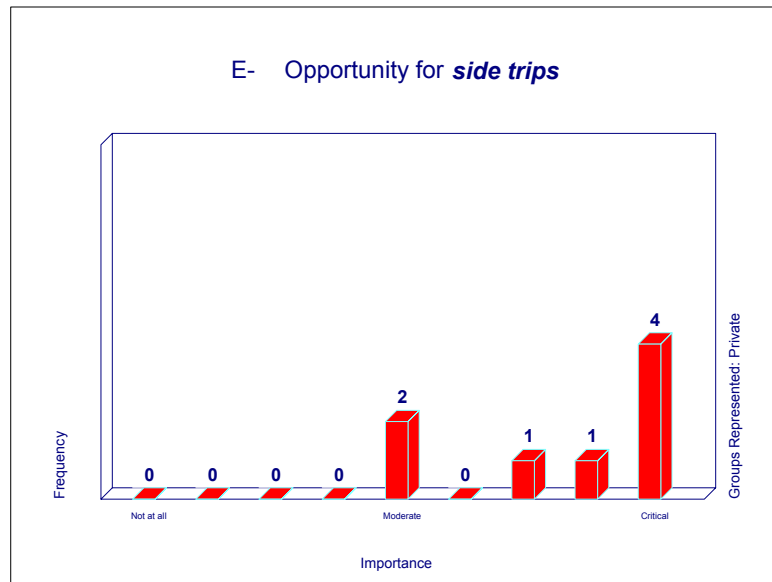


C- Sense of individual *solitude*

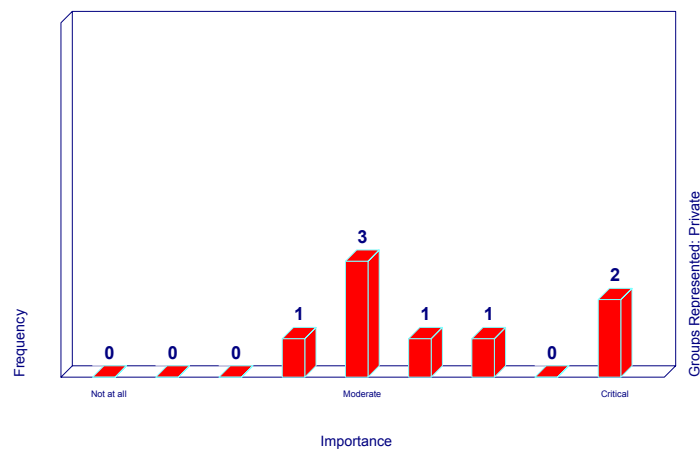


D- Opportunity for *social* interaction & group dynamics (time with friends & family)

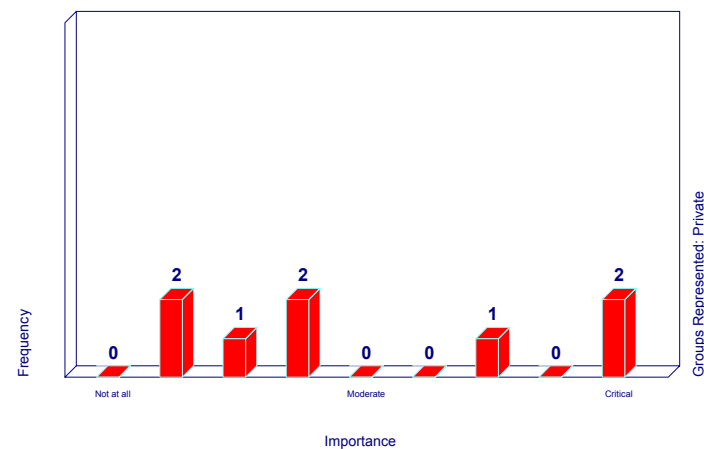




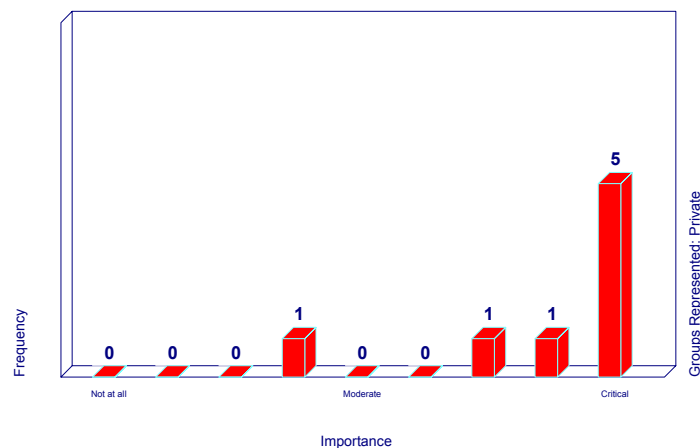
I- Knowledge level of the resource (ecological, geological, cultural, etc.)



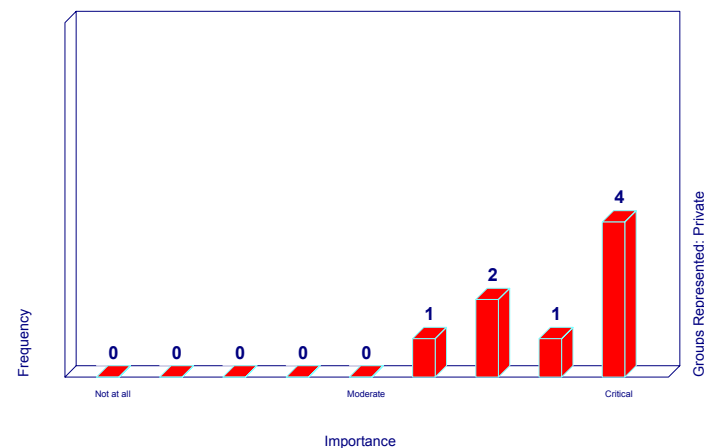
J- Quality of meals and beverages

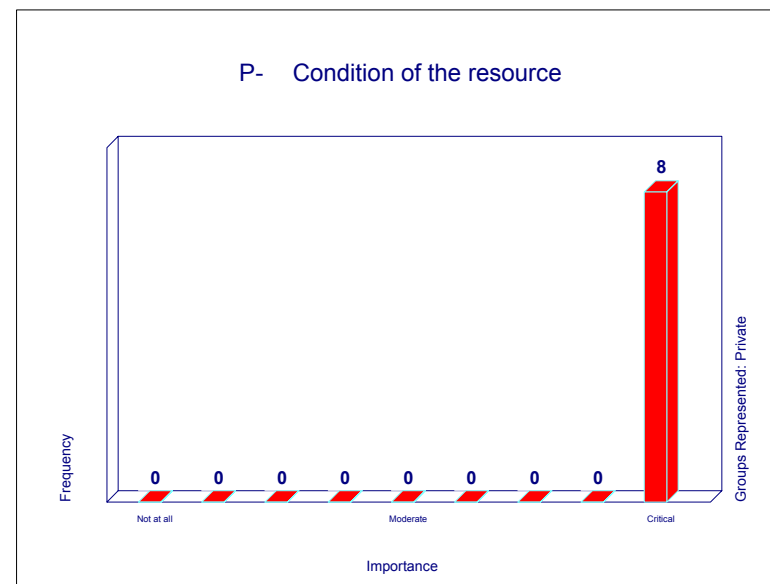
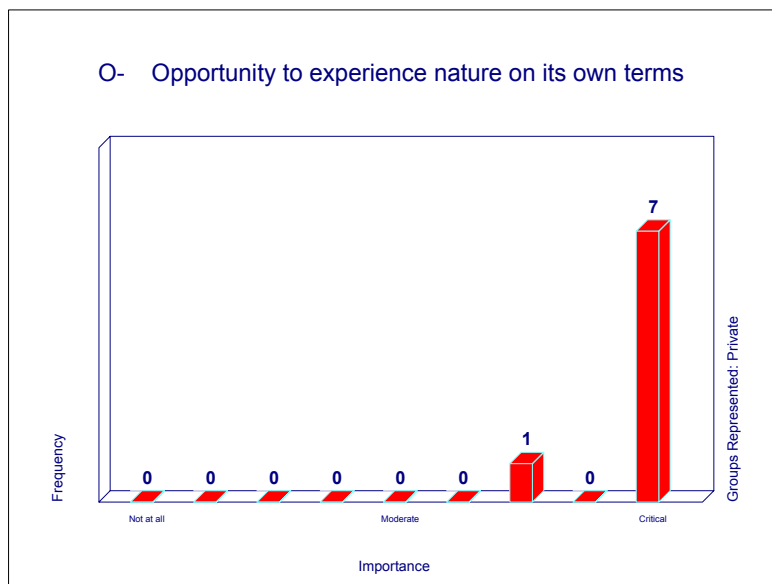
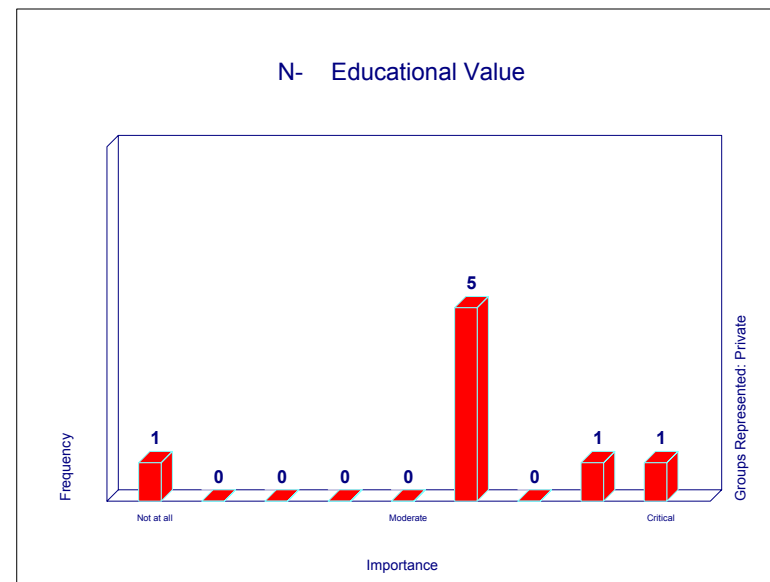
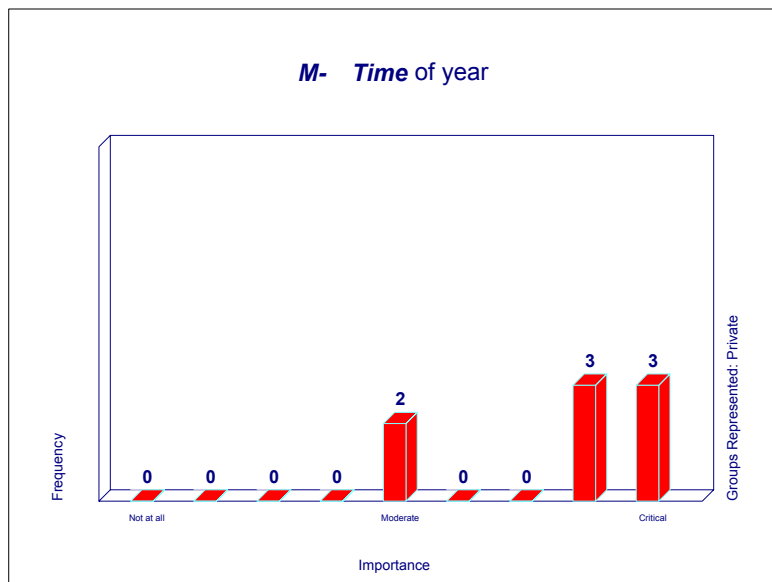


K- Length of trip

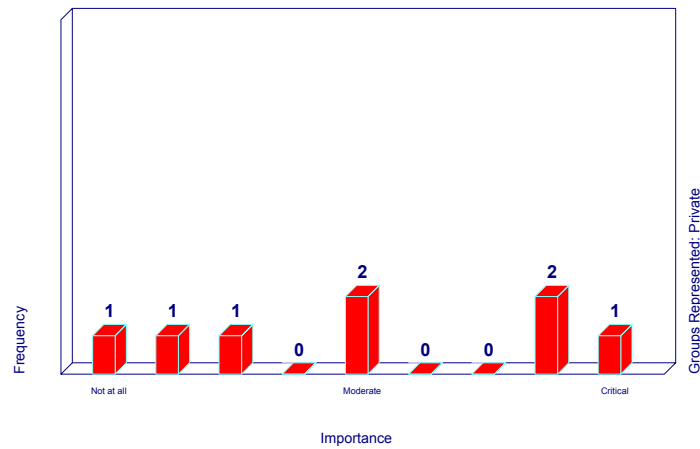


L- Size of the group

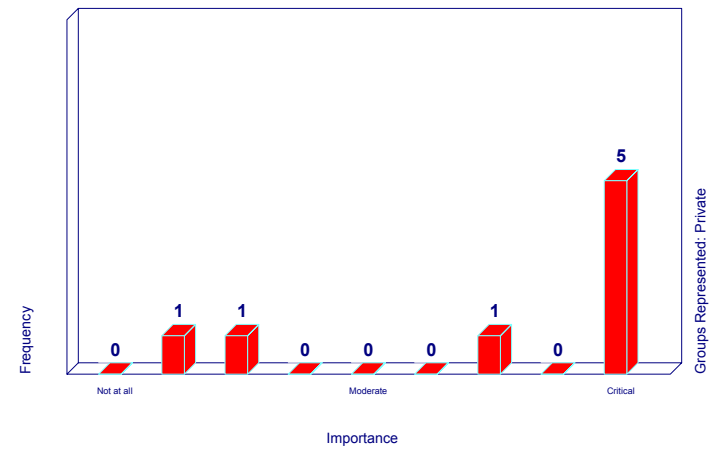




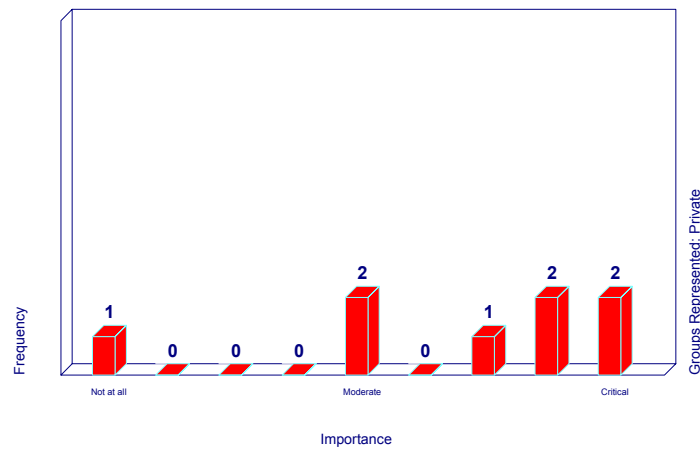
Q- Disability accommodations



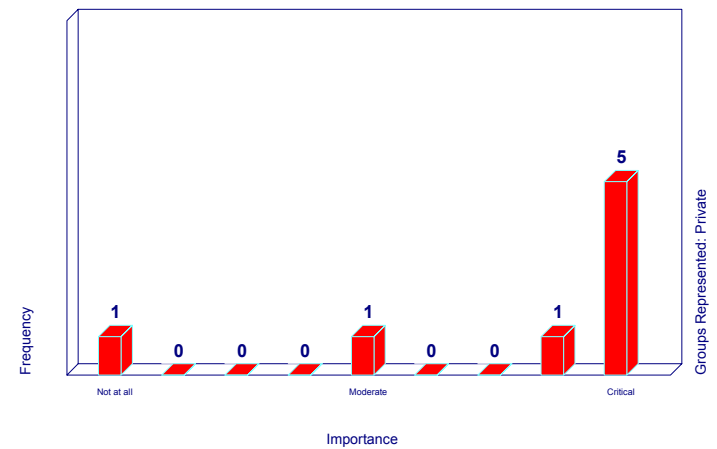
R- Spectrum of opportunities to chose from



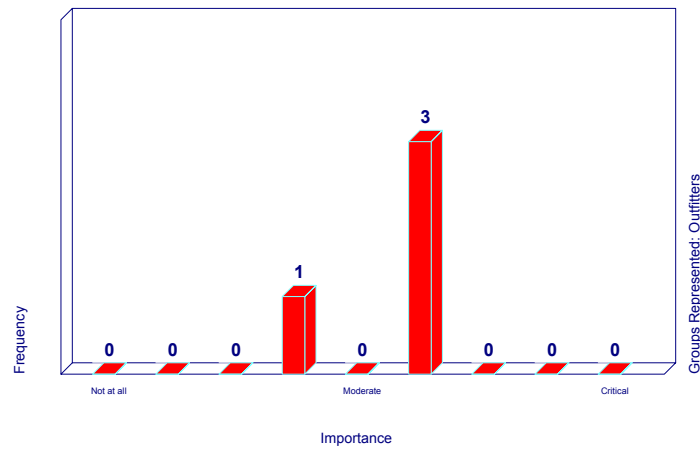
S- Level of safety preparedness



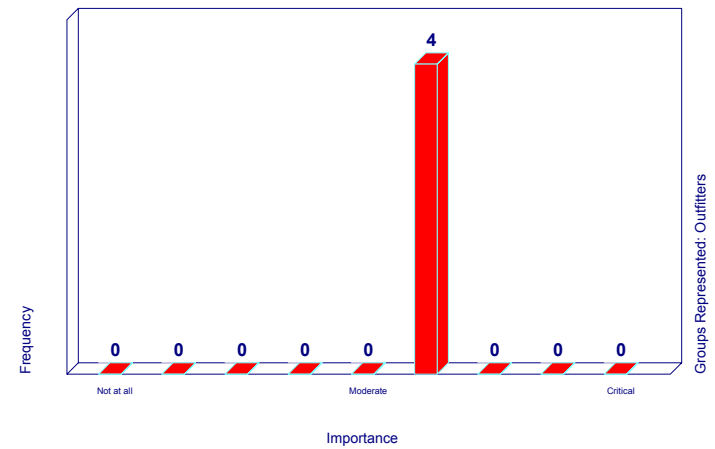
T- Stewardship



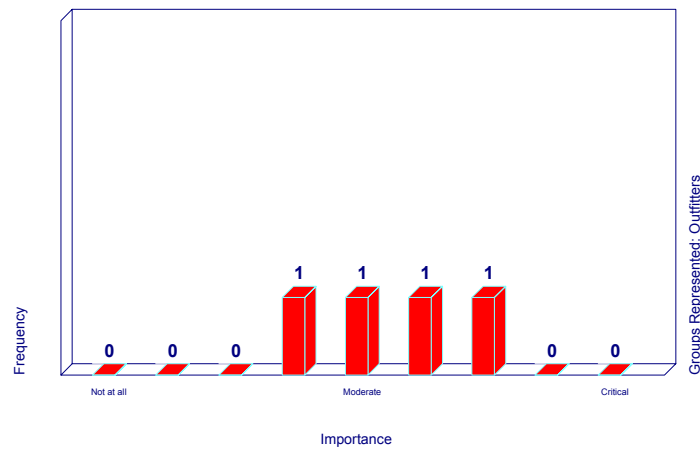
A- Number of *encounters* with other groups



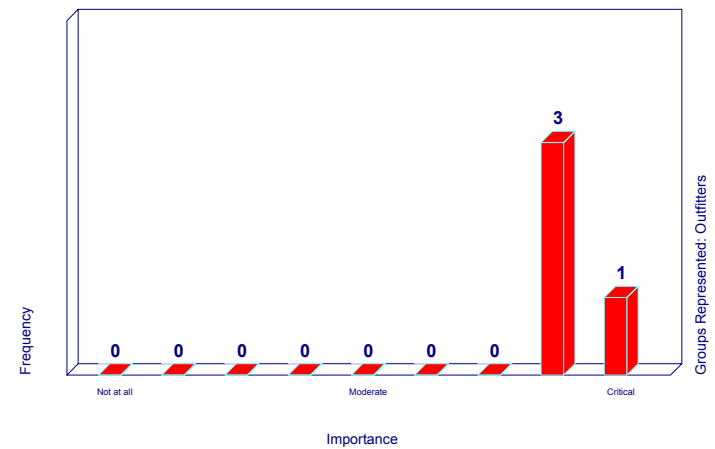
B- Natural *quiet*

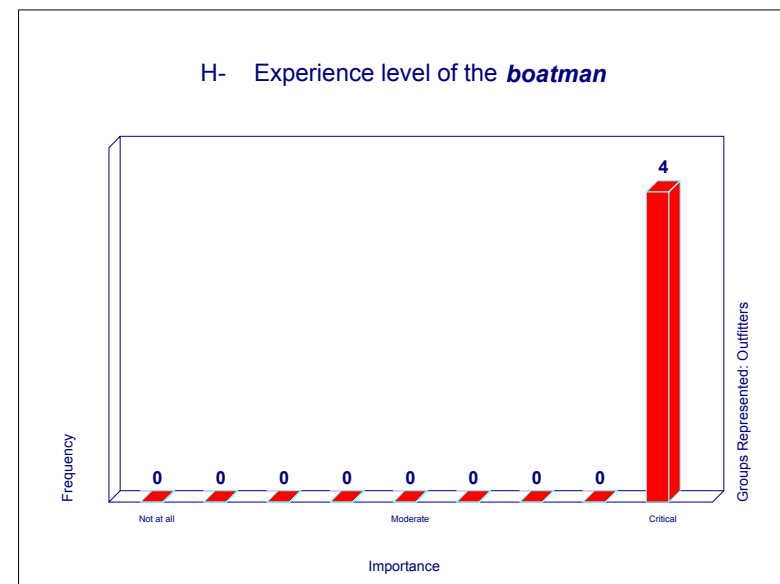
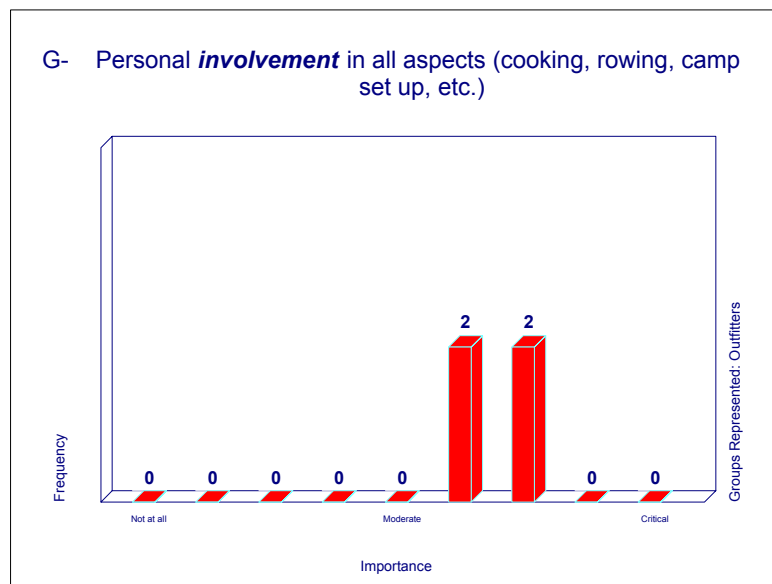
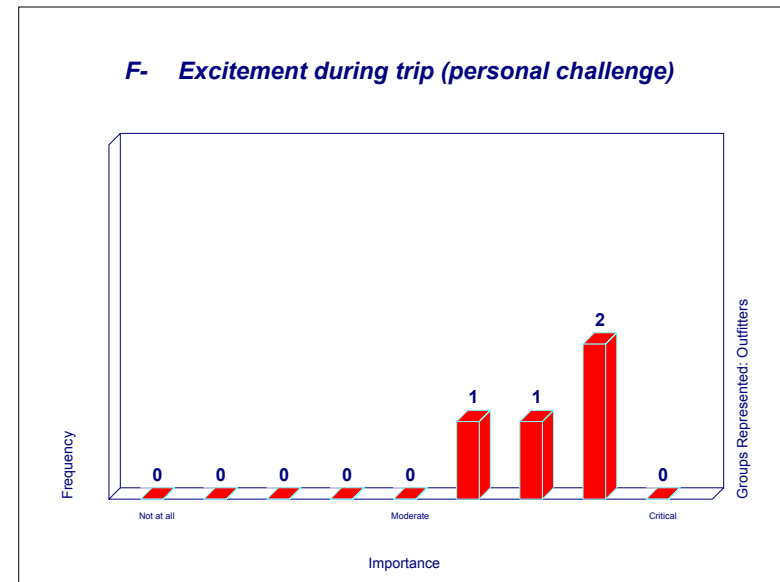
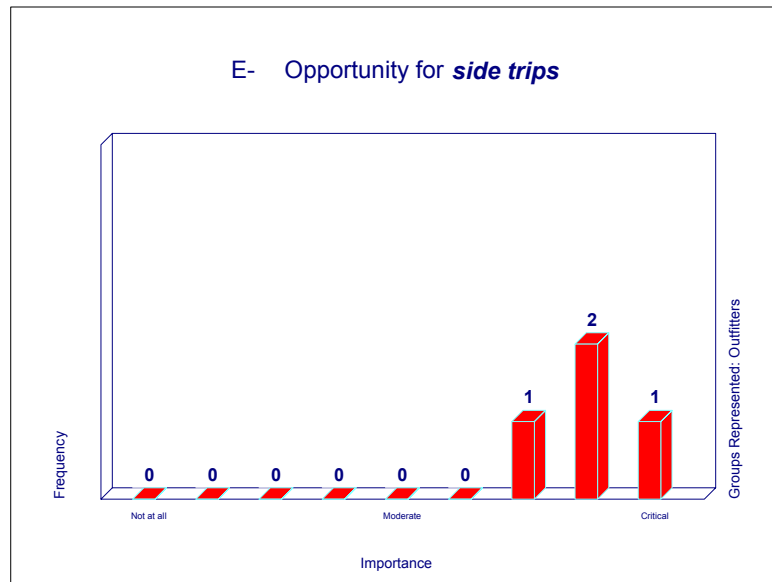


C- Sense of individual *solitude*

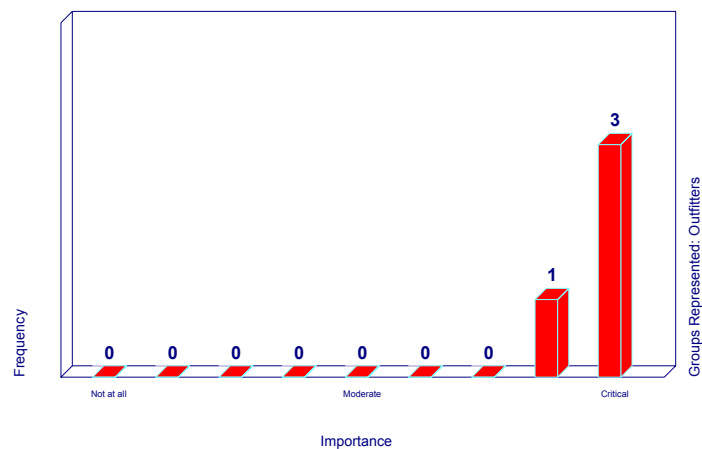


D- Opportunity for *social* interaction & group dynamics (time with friends & family)

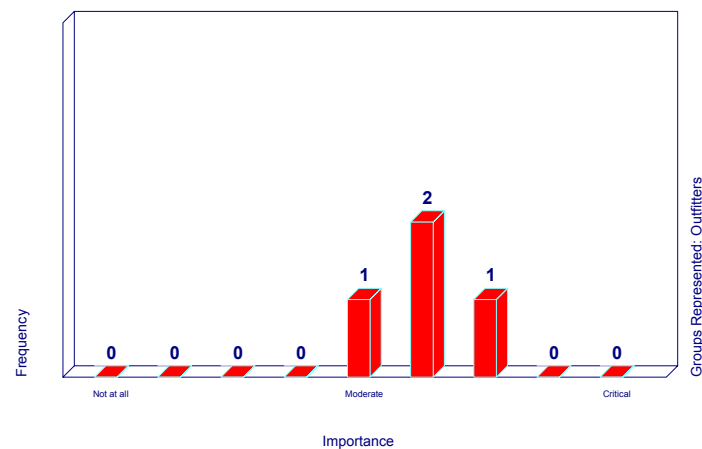




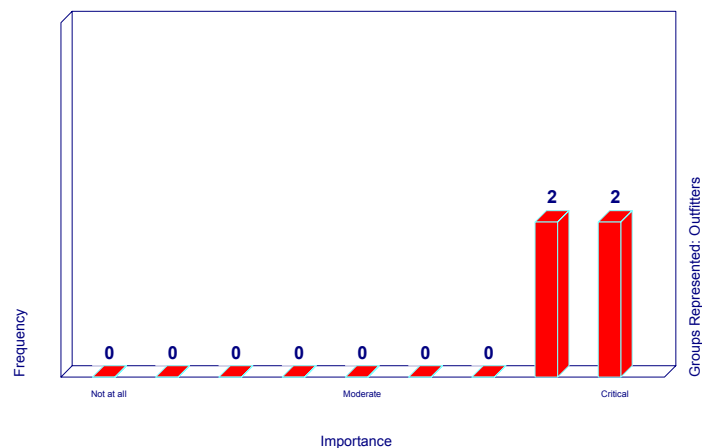
I- Knowledge level of the resource (ecological, geological, cultural, etc.)



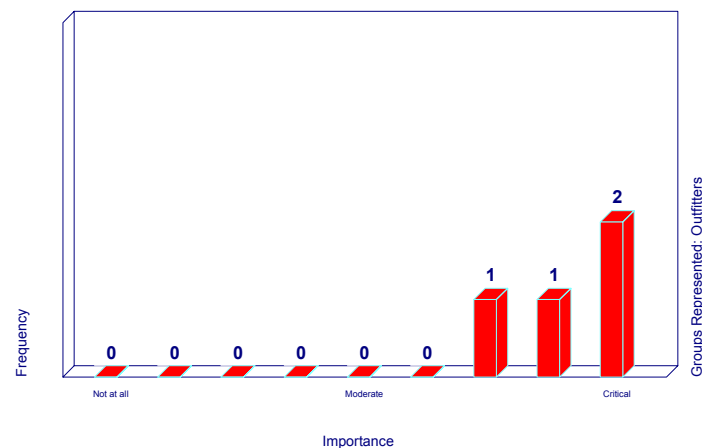
J- Quality of meals and beverages

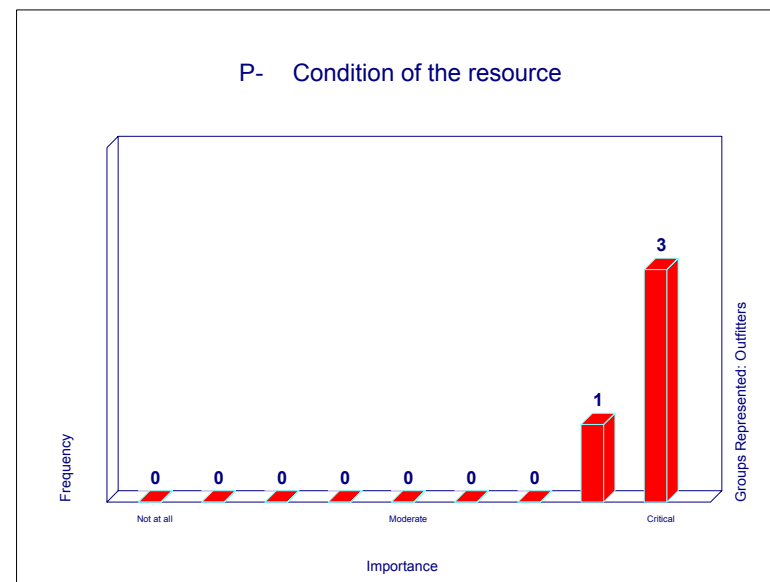
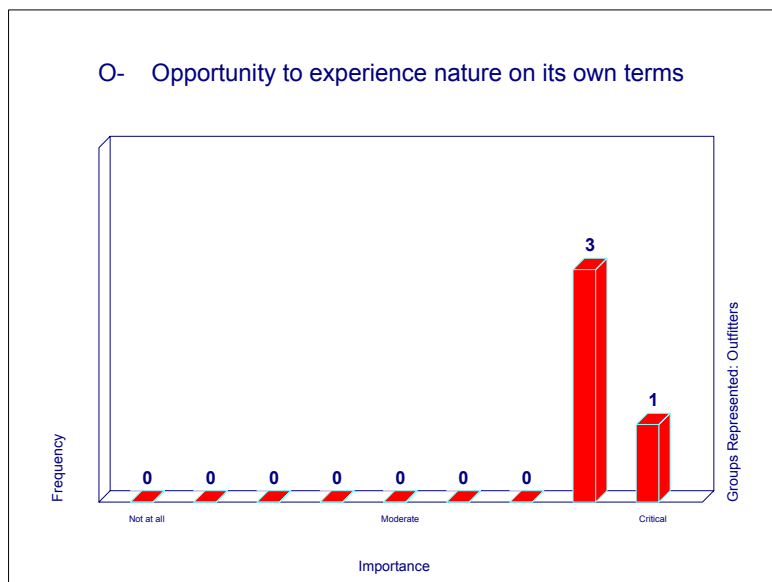
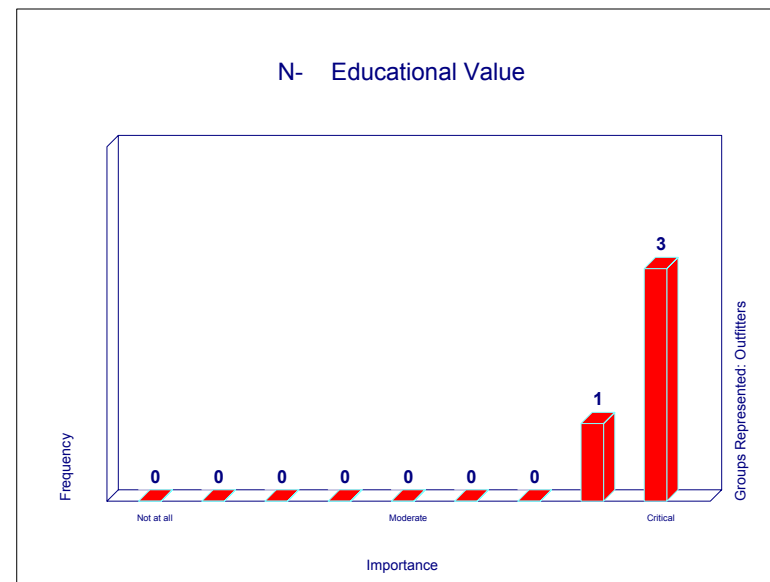
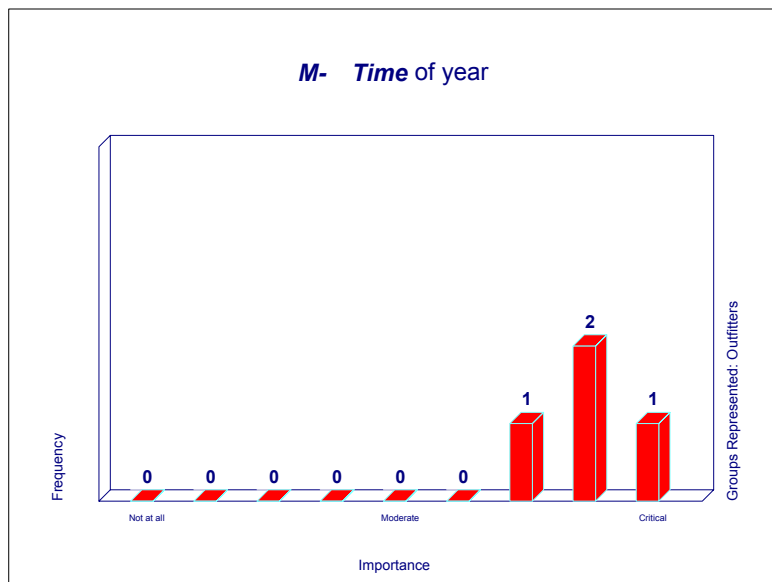


K- Length of trip

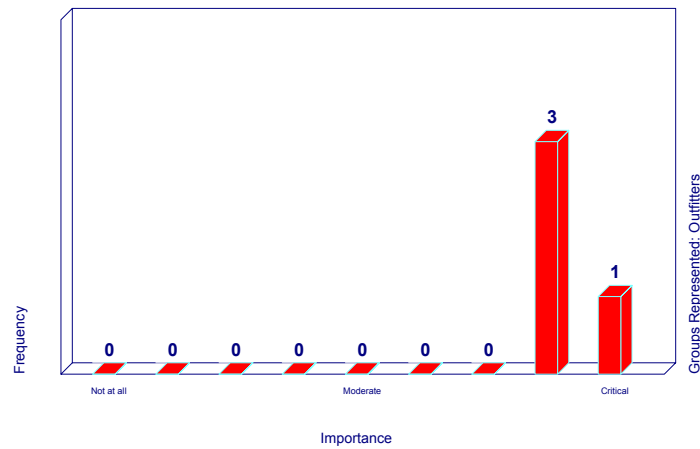


L- Size of the group

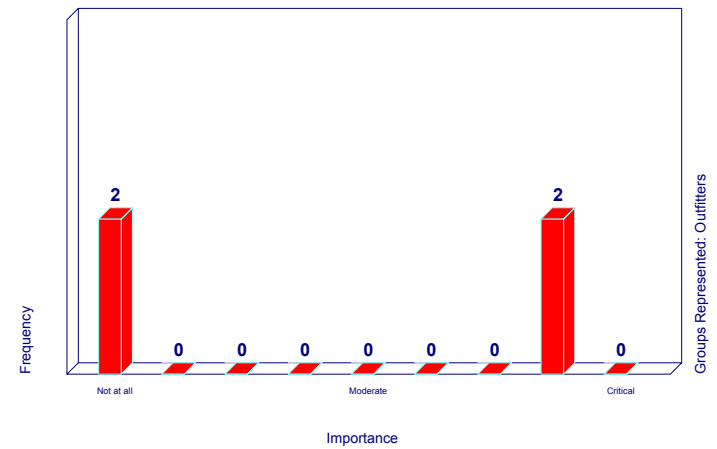




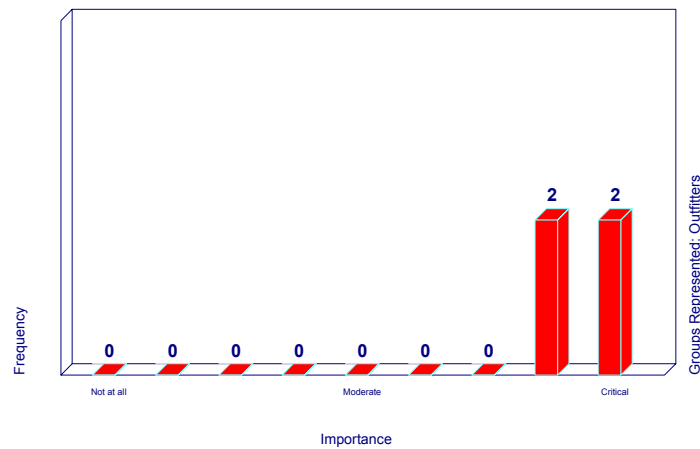
Q- Disability accommodations



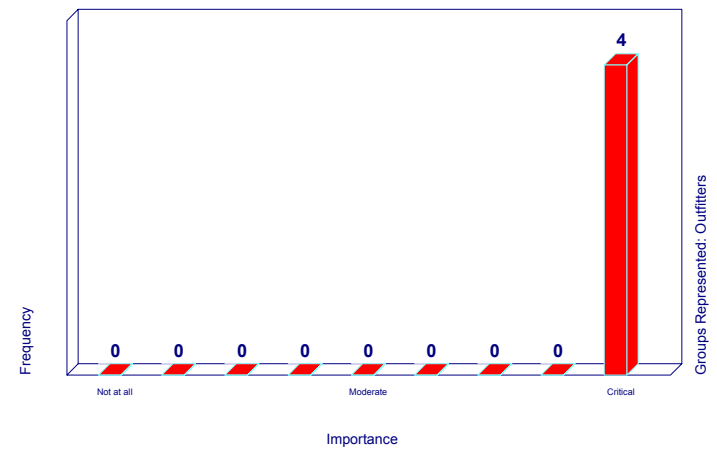
R- Spectrum of opportunities to chose from



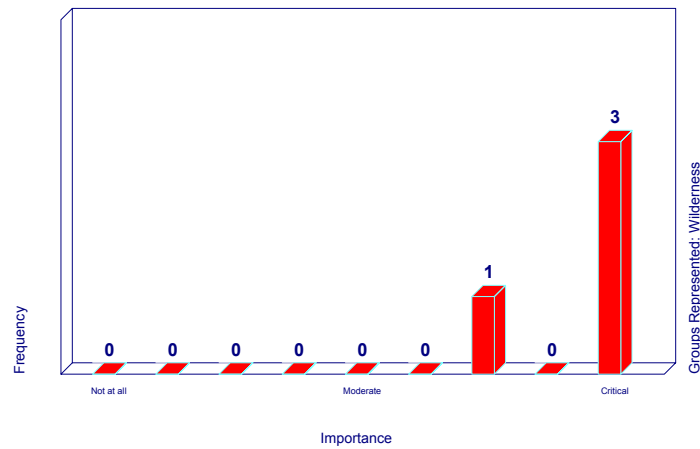
S- Level of safety preparedness



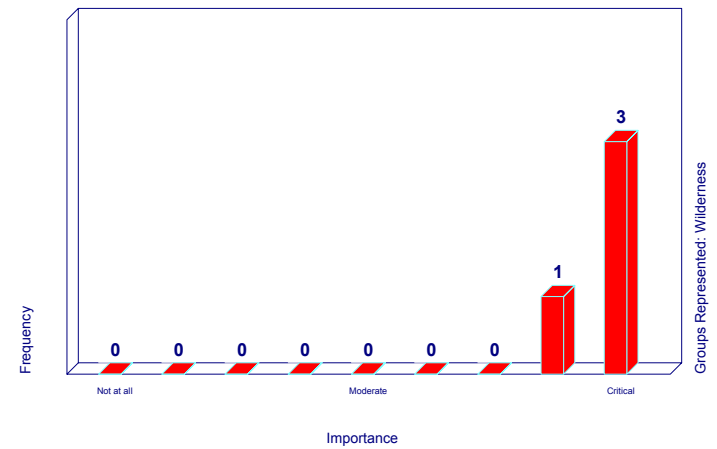
T- Stewardship



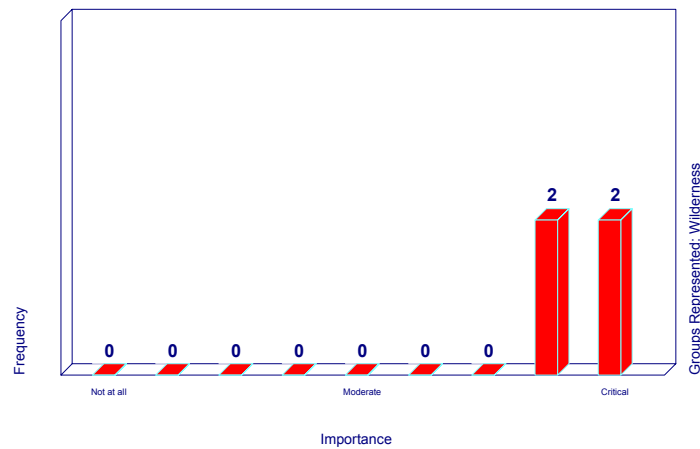
A- Number of *encounters* with other groups



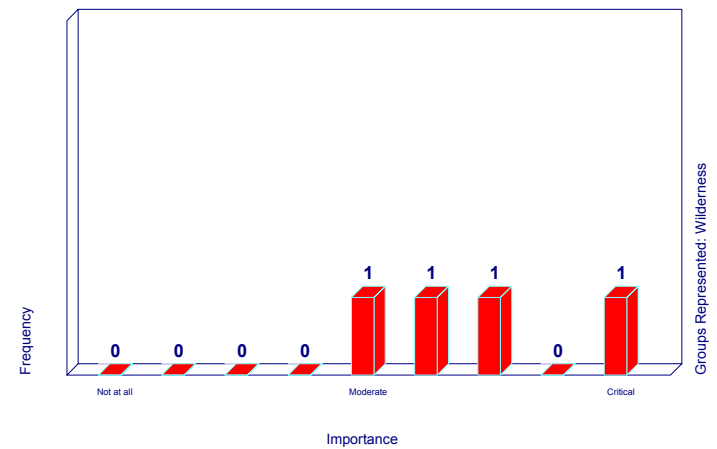
B- Natural *quiet*

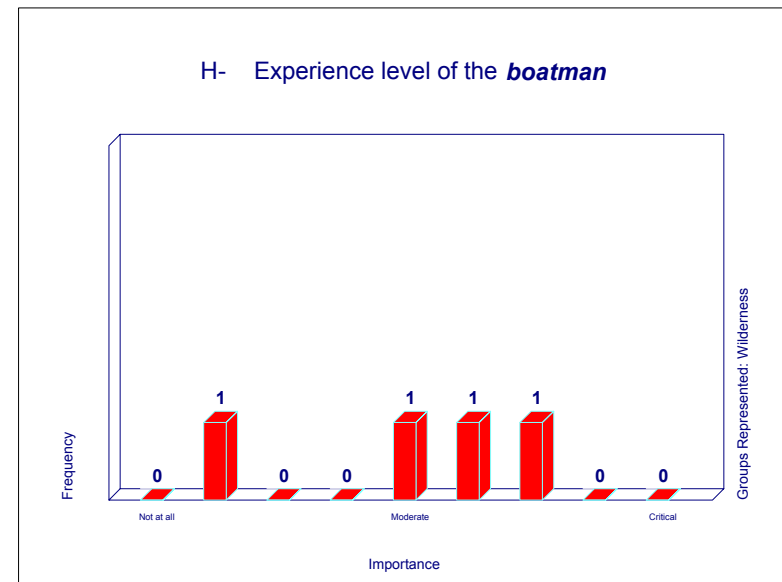
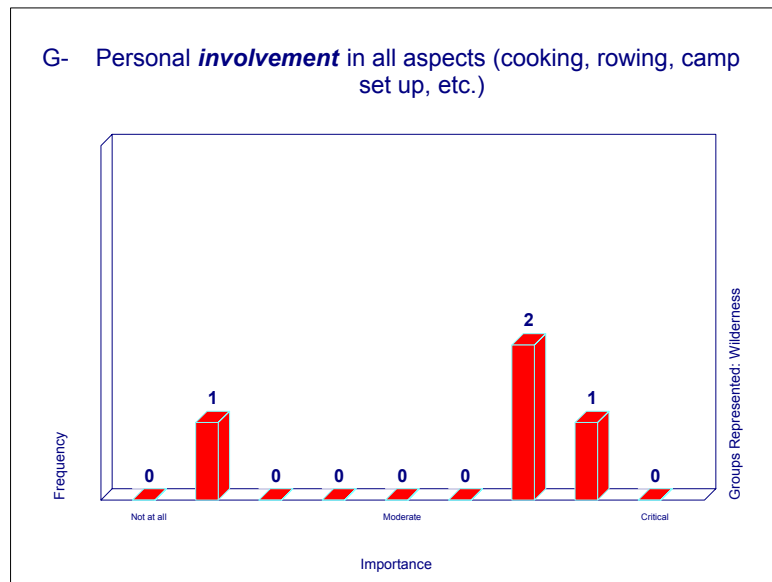
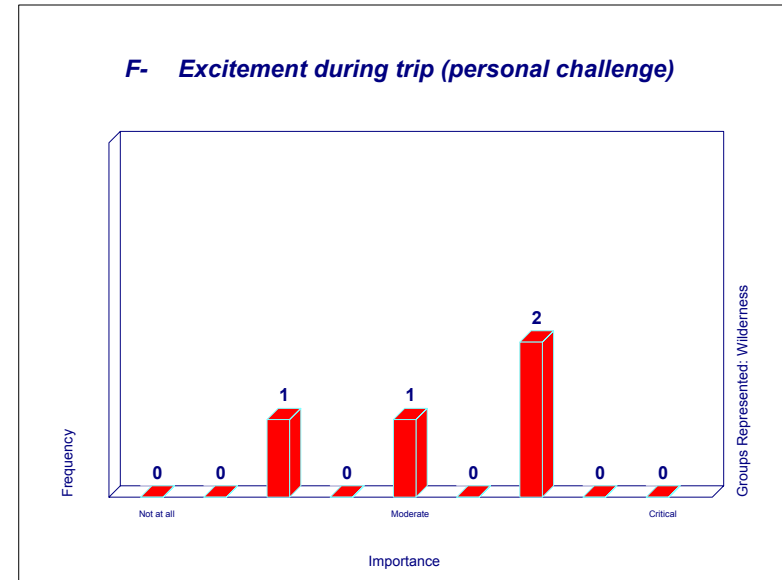
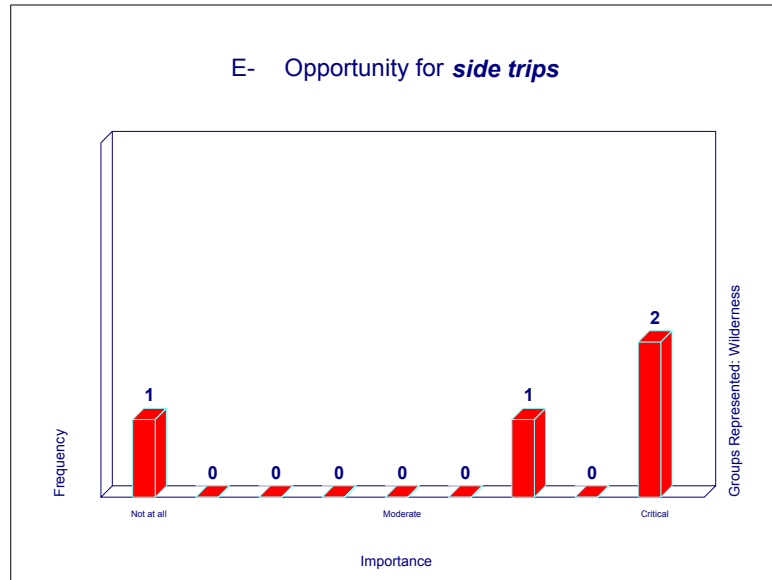


C- Sense of individual *solitude*

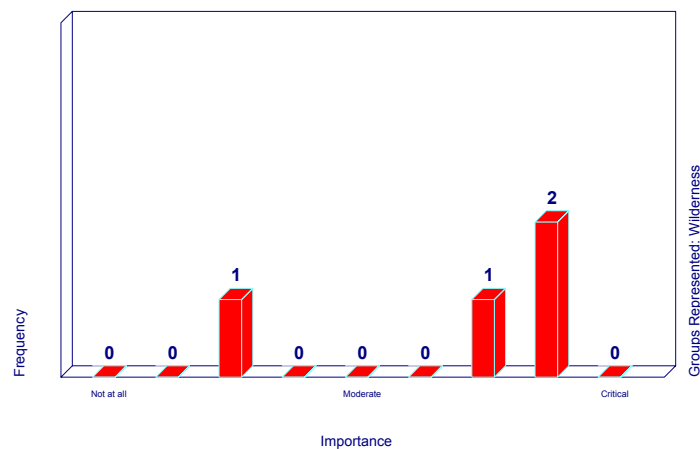


D- Opportunity for *social* interaction & group dynamics (time with friends & family)

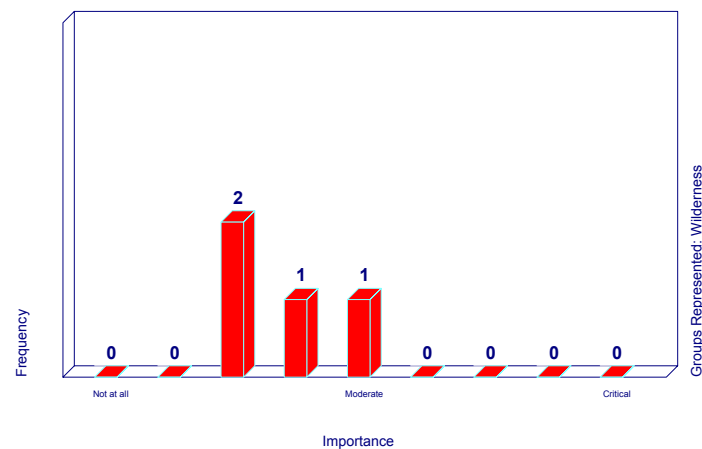




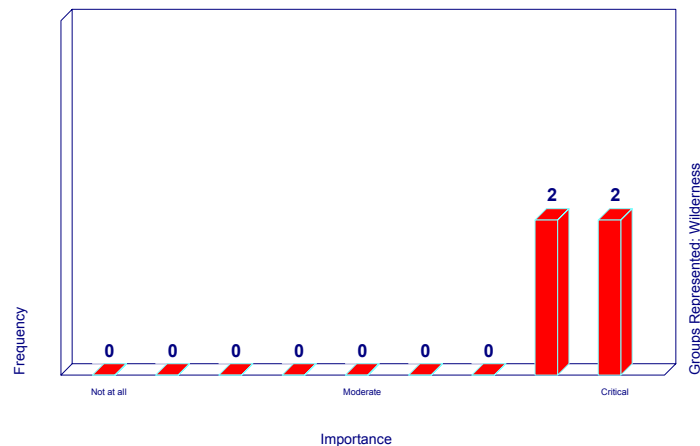
I- Knowledge level of the resource (ecological, geological, cultural, etc.)



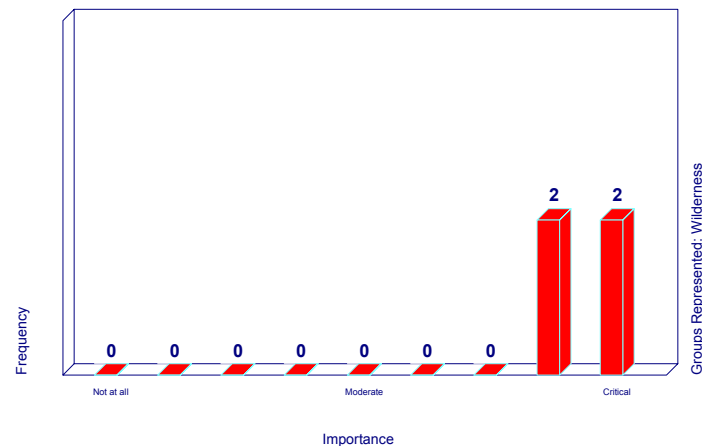
J- Quality of meals and beverages

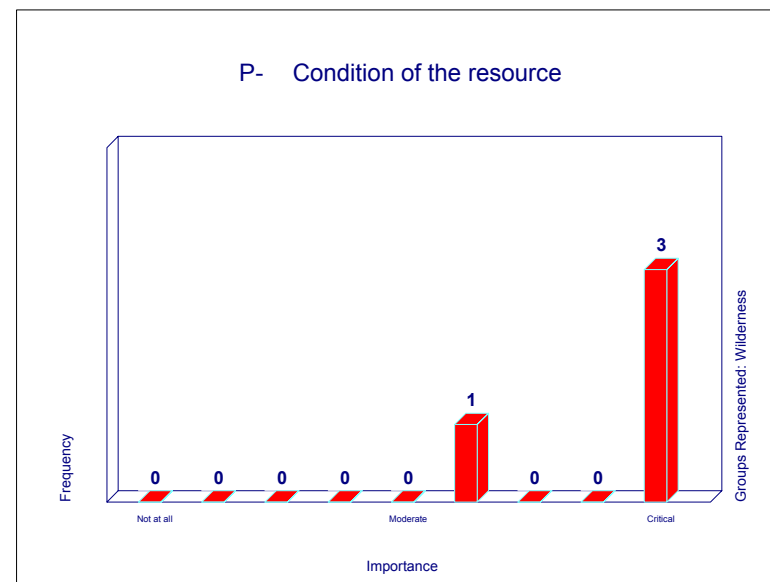
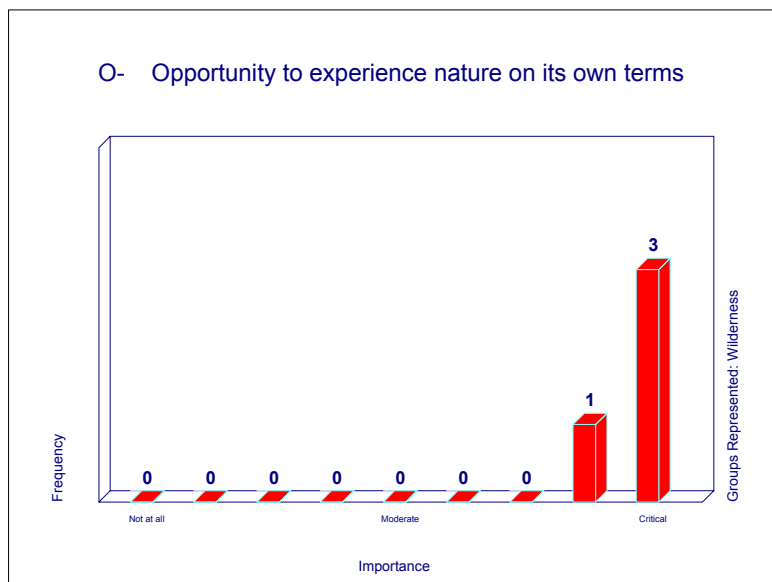
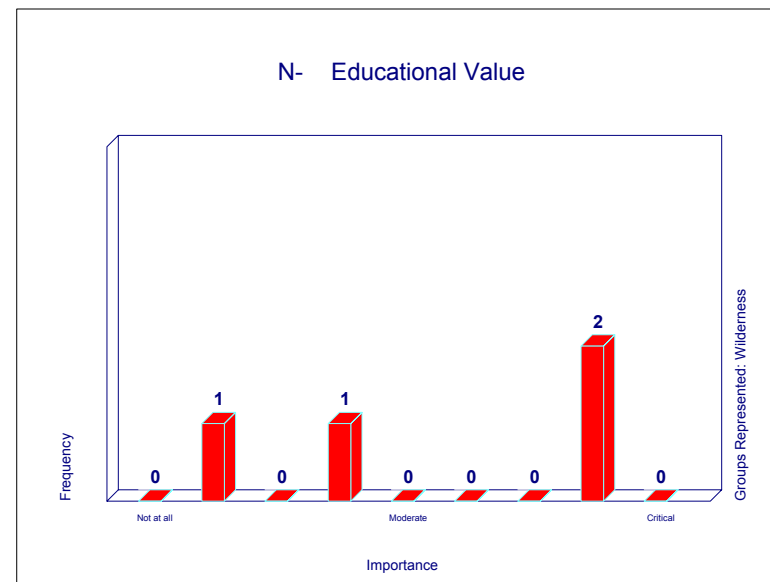
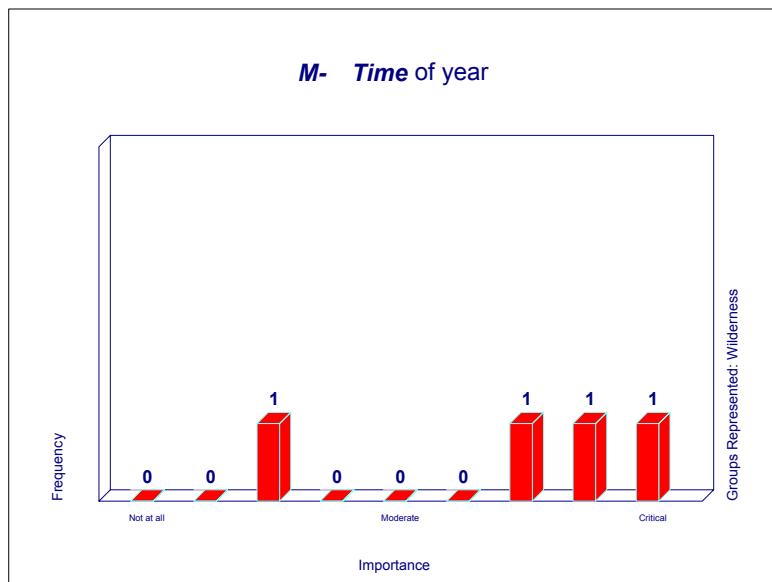


K- Length of trip

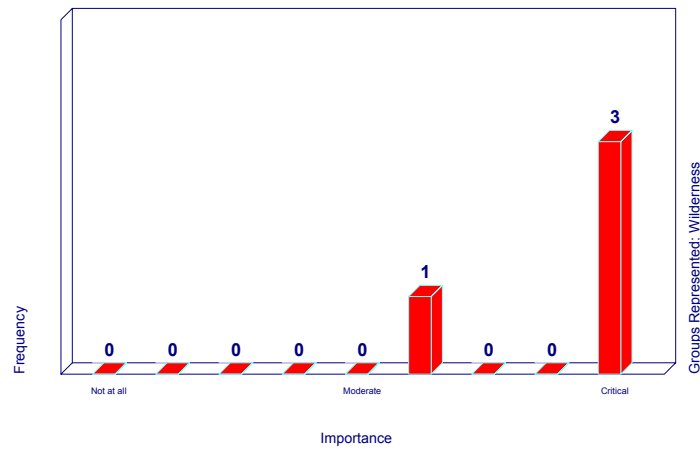


L- Size of the group

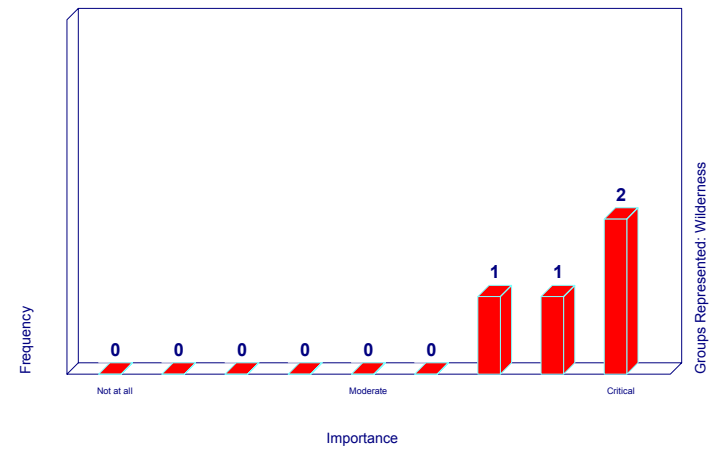




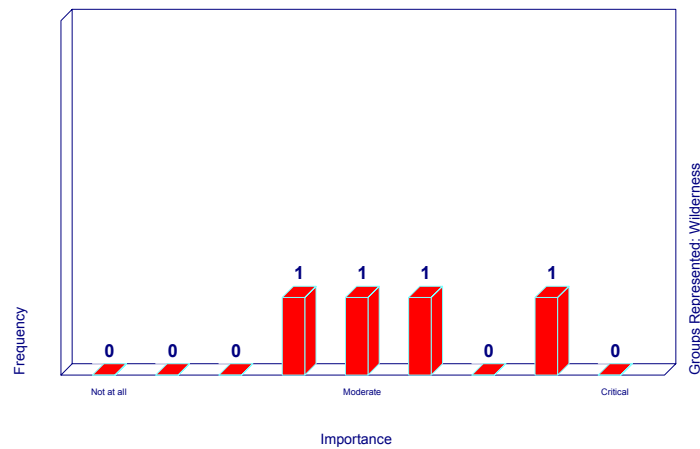
Q- Disability accommodations



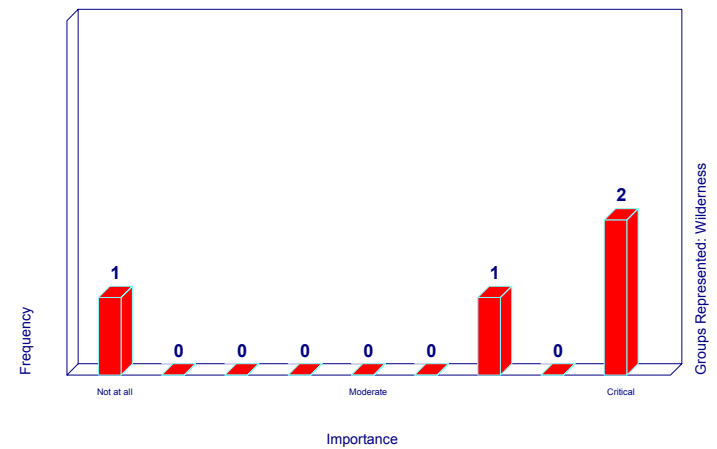
R- Spectrum of opportunities to chose from



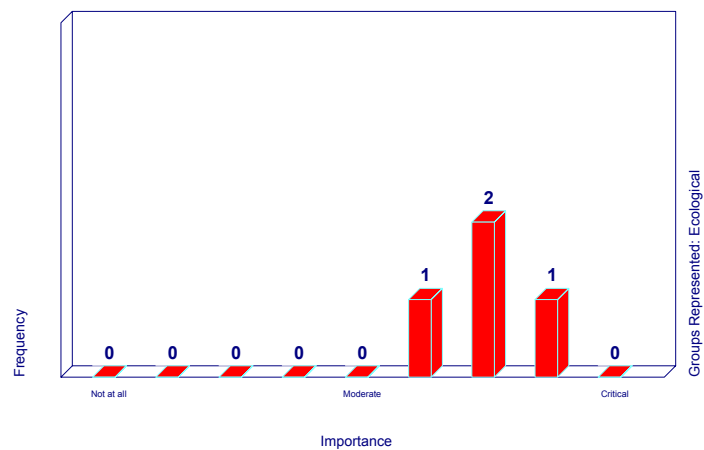
S- Level of safety preparedness



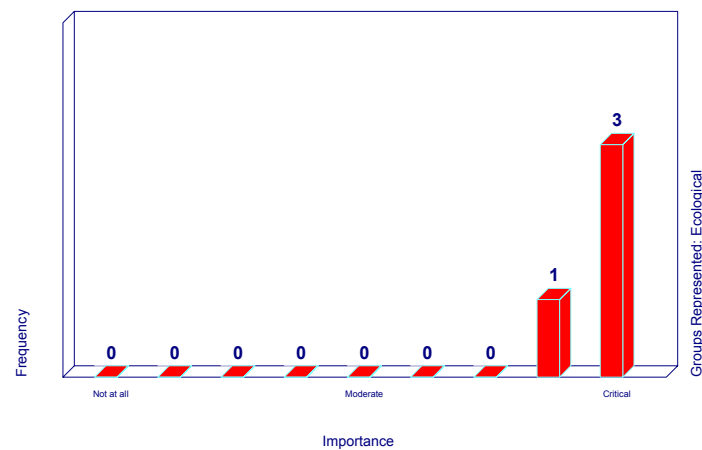
T- Stewardship



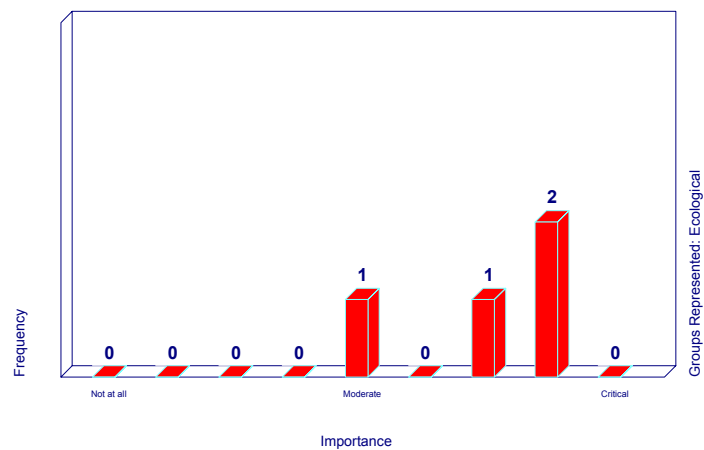
A- Number of *encounters* with other groups



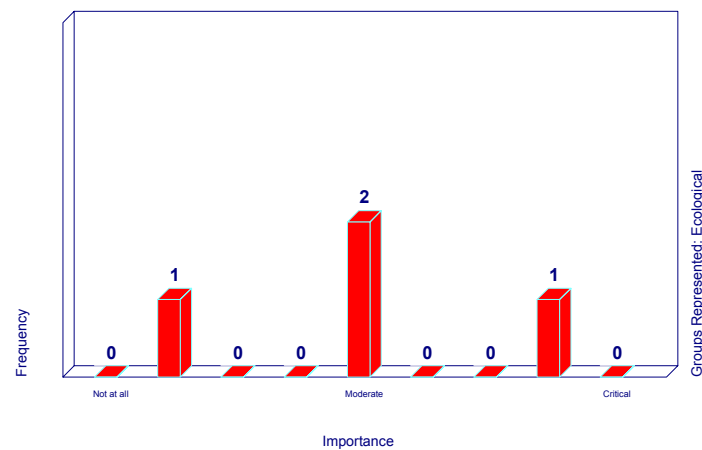
B- Natural *quiet*

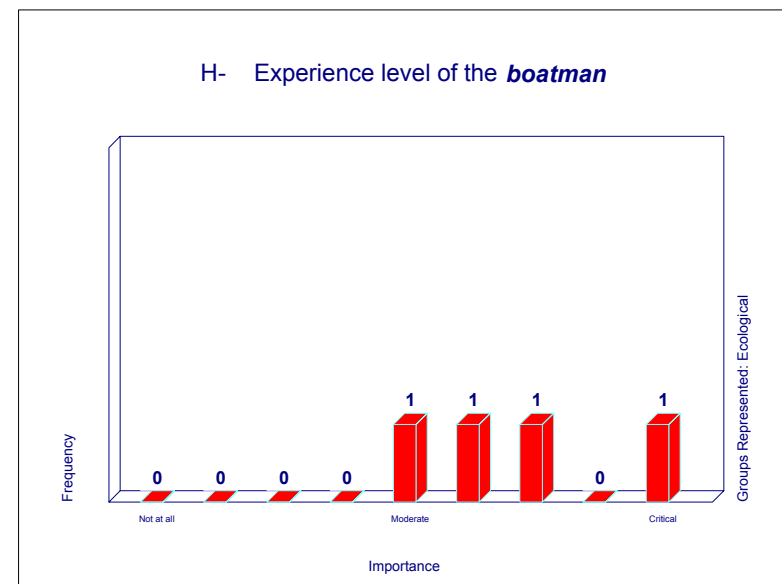
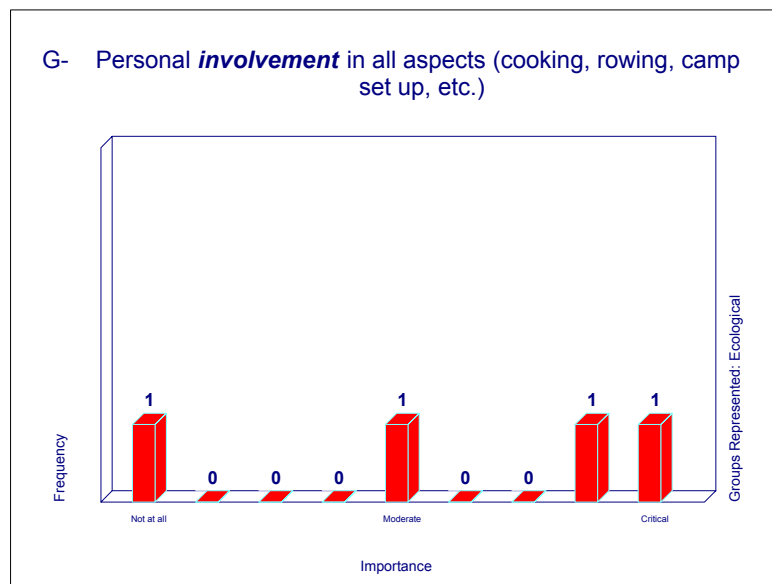
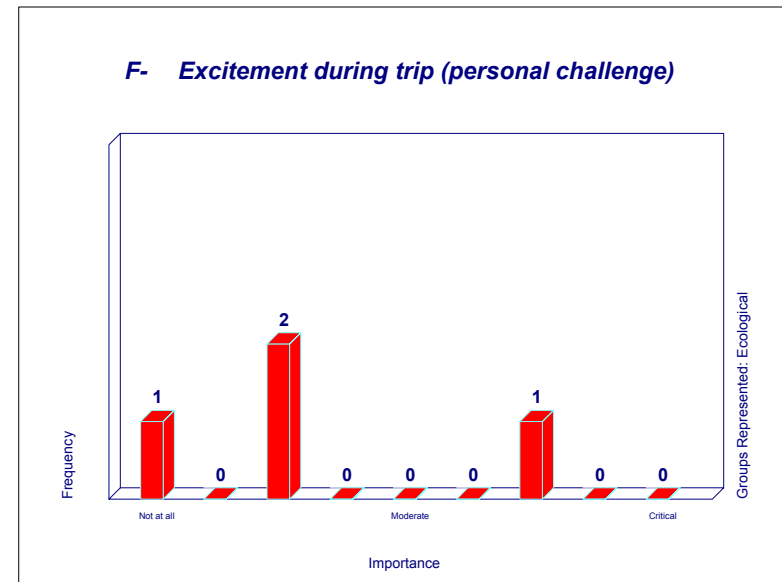
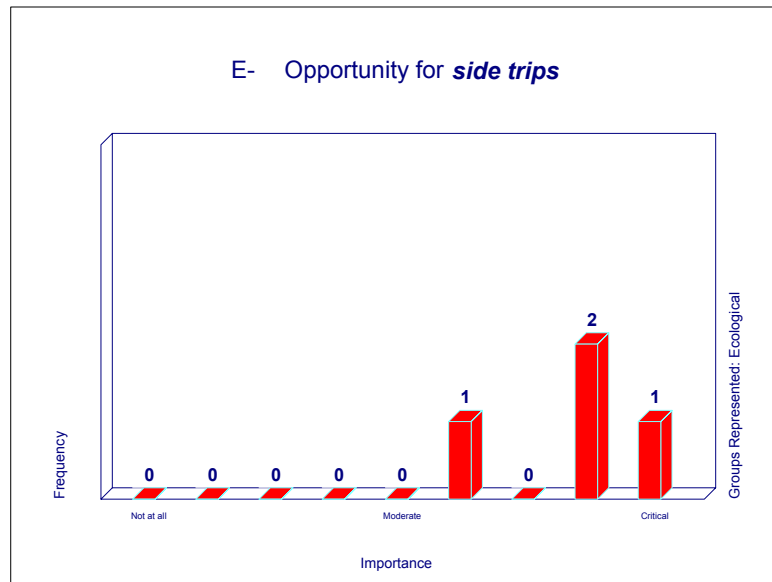


C- Sense of individual *solitude*

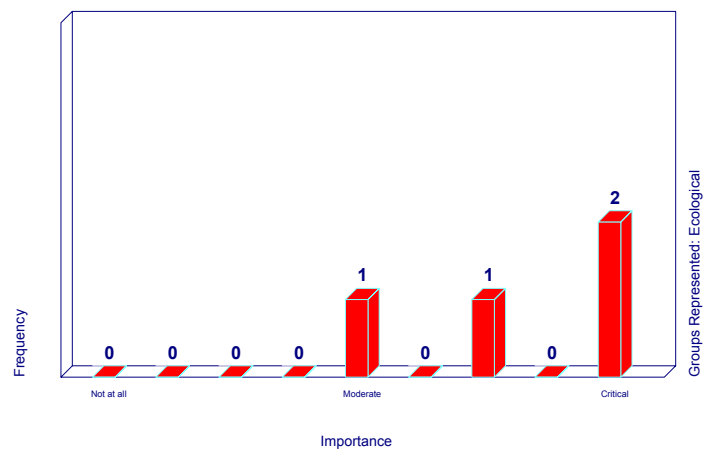


D- Opportunity for *social* interaction & group dynamics (time with friends & family)

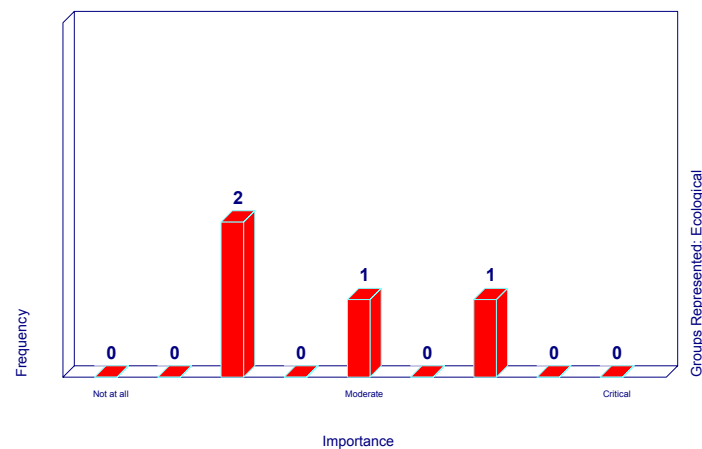




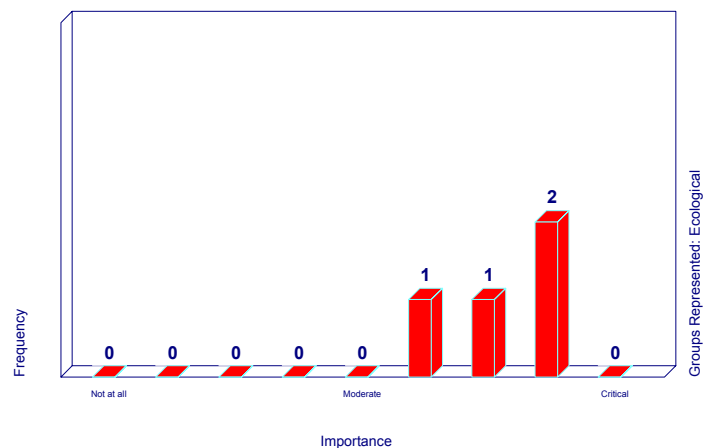
I- Knowledge level of the resource (ecological, geological, cultural, etc.)



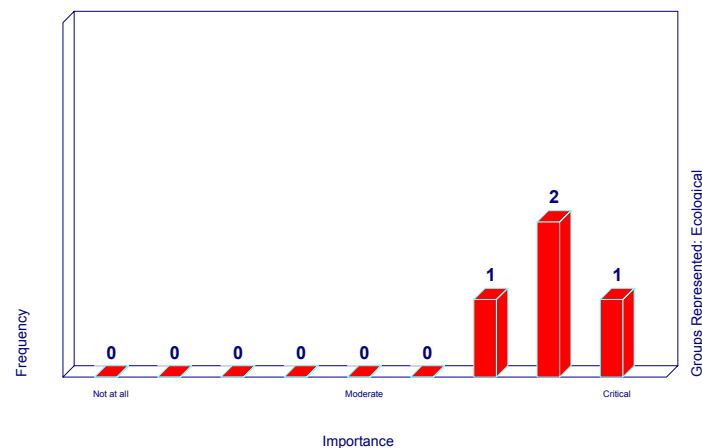
J- Quality of meals and beverages

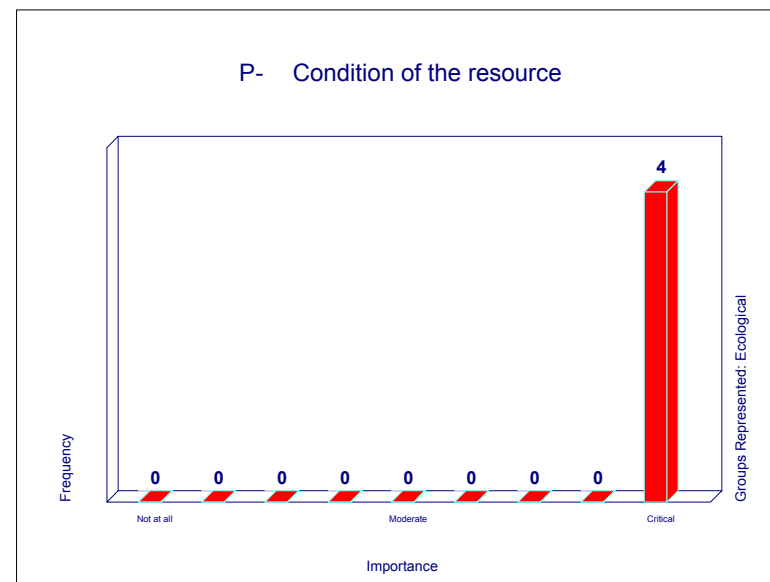
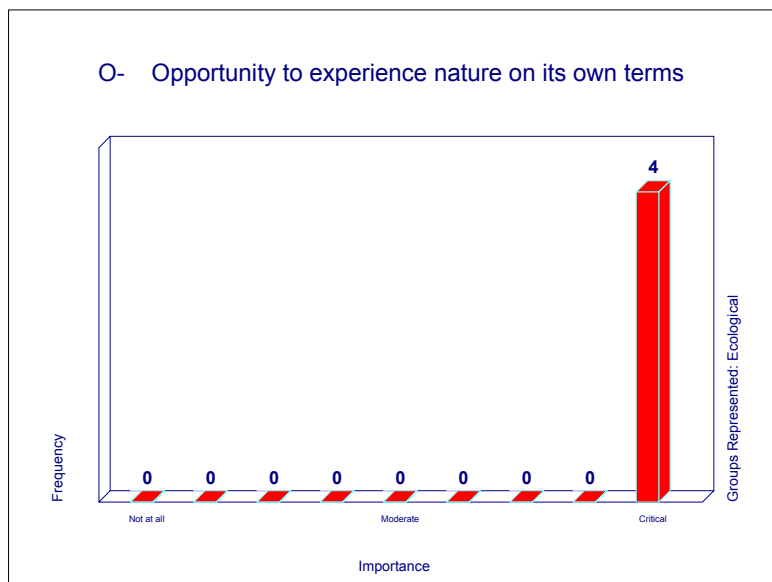
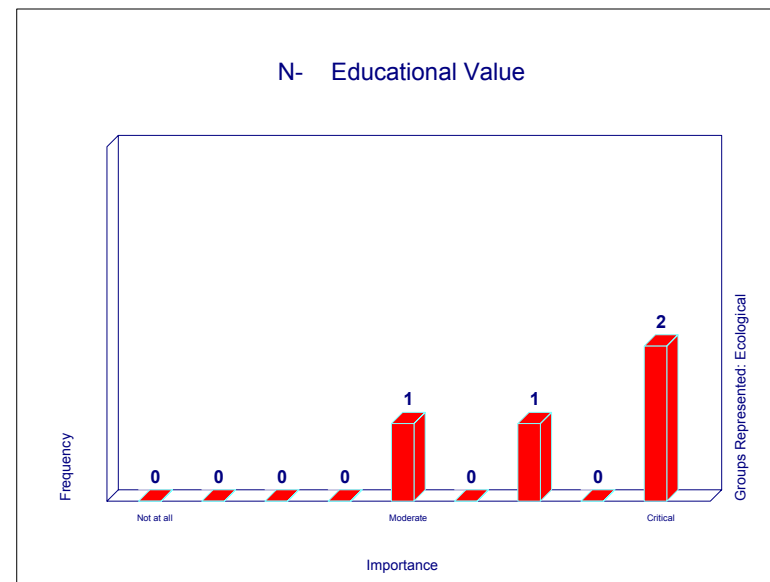
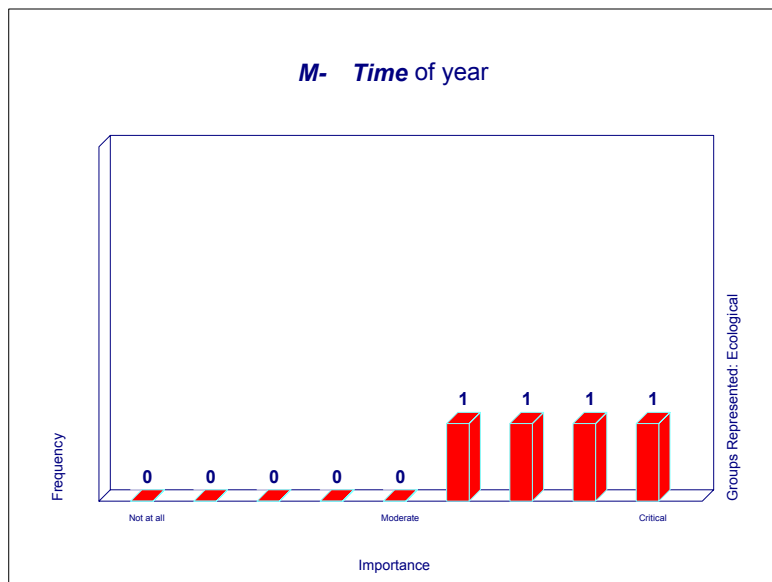


K- Length of trip

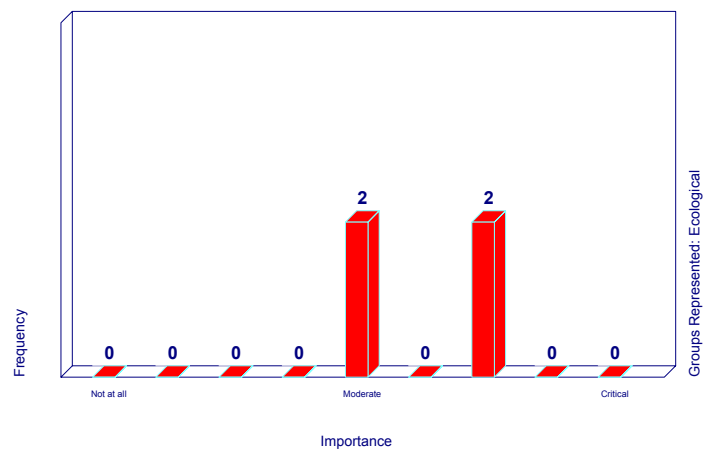


L- Size of the group

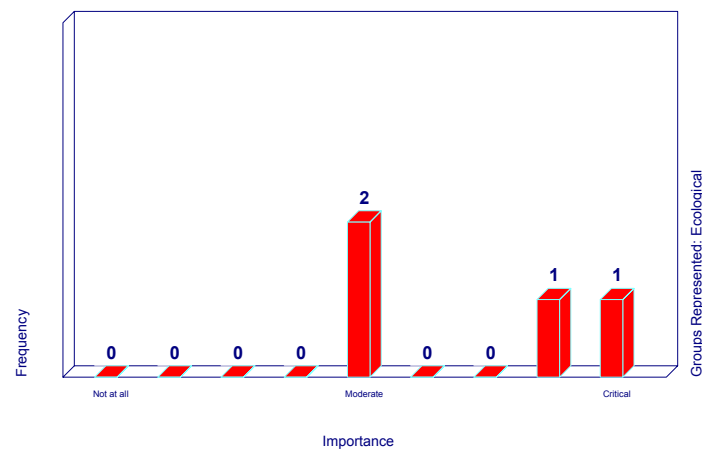




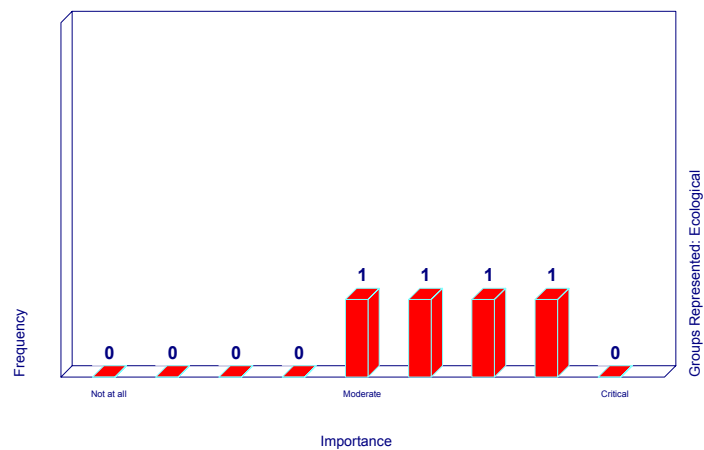
Q- Disability accommodations



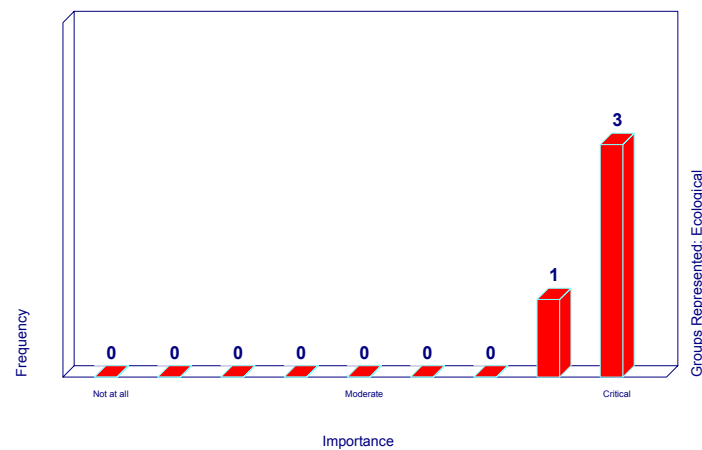
R- Spectrum of opportunities to chose from



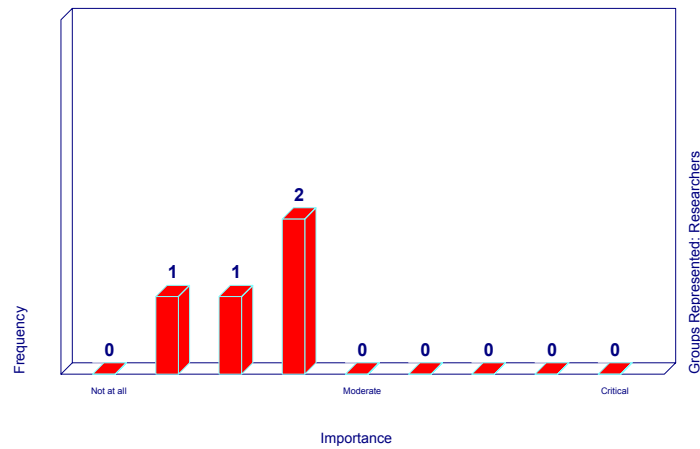
S- Level of safety preparedness



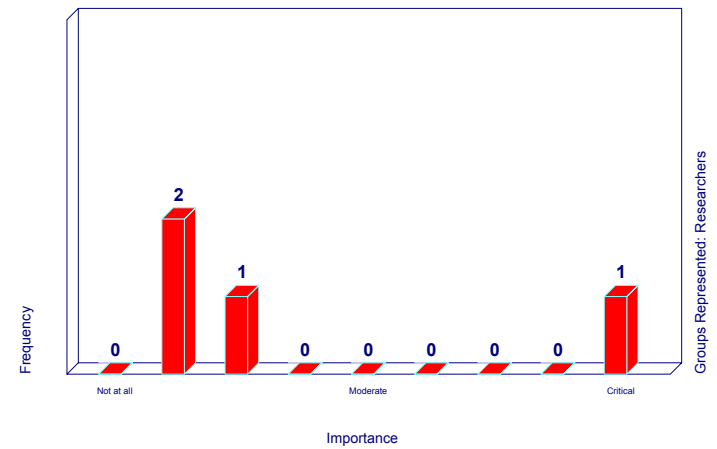
T- Stewardship



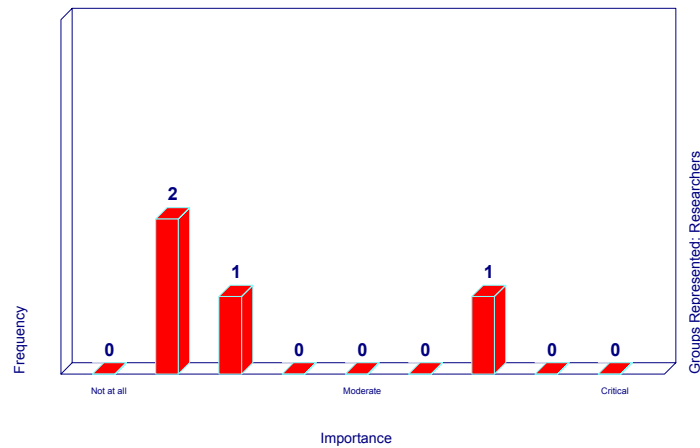
A- Number of *encounters* with other groups



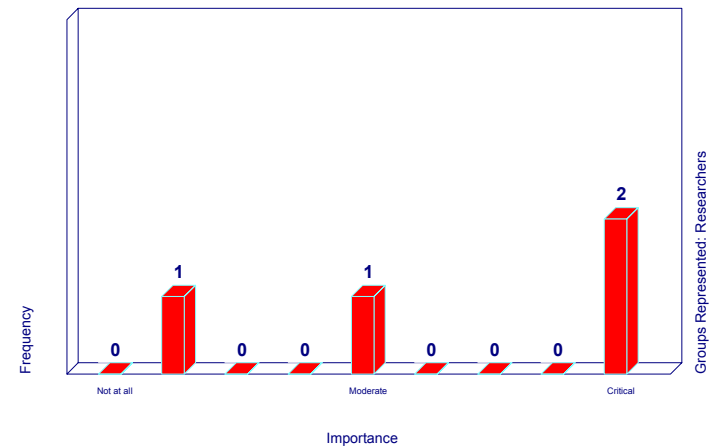
B- Natural *quiet*

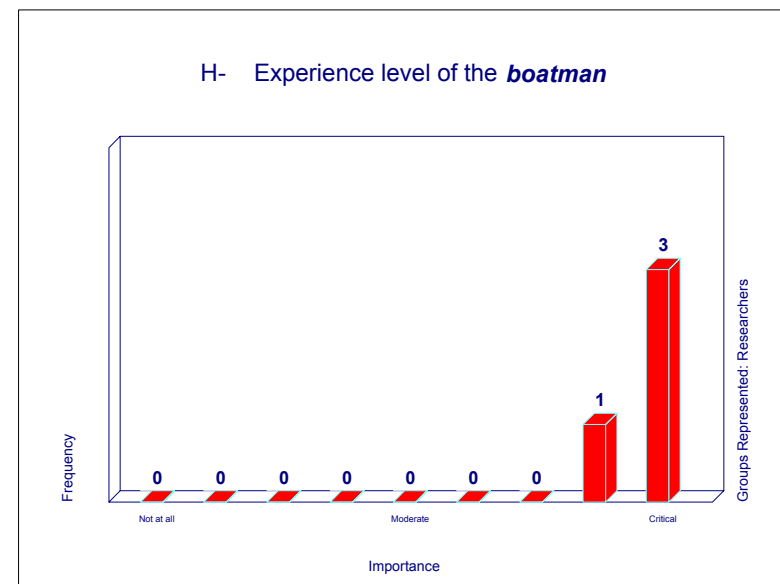
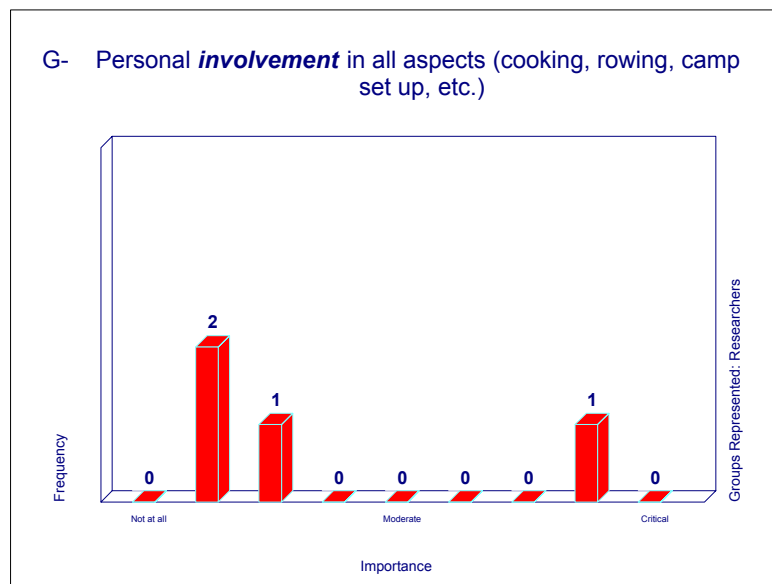
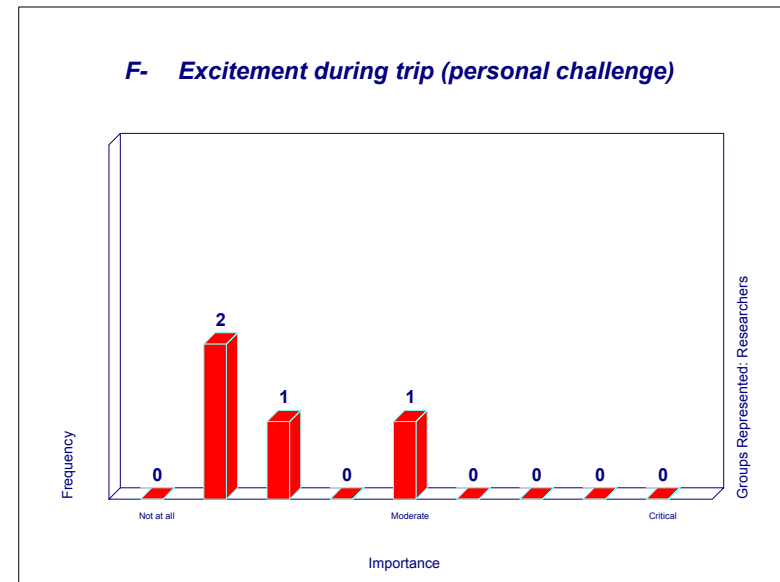
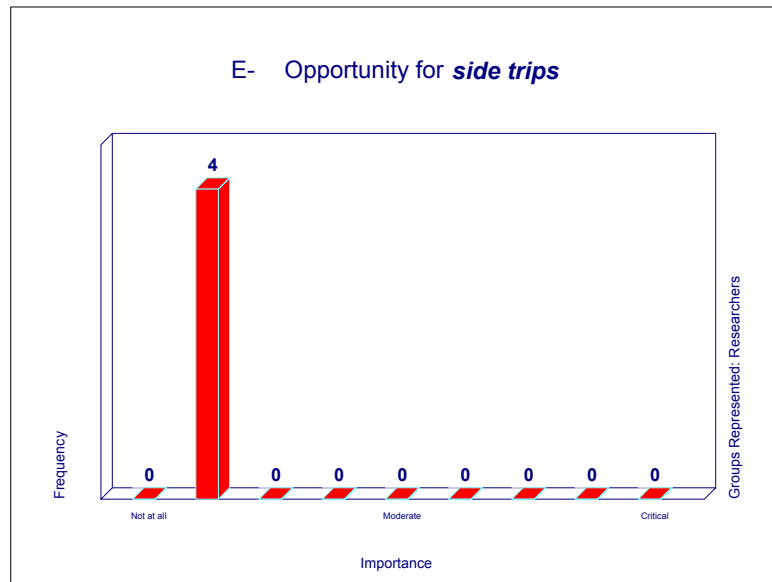


C- Sense of individual *solitude*

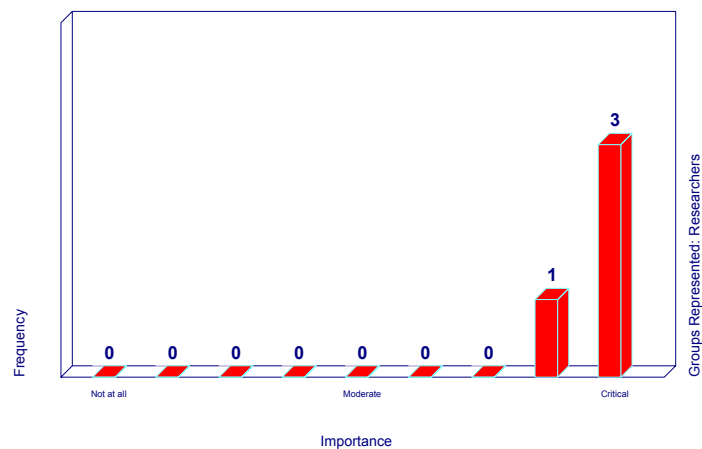


D- Opportunity for *social* interaction & group dynamics (time with friends & family)

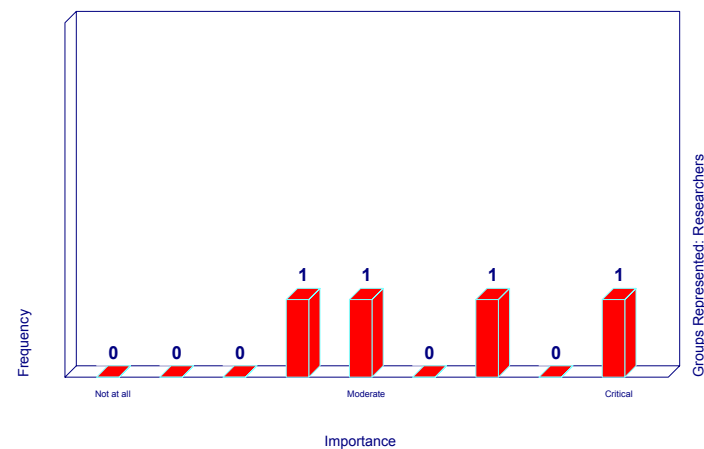




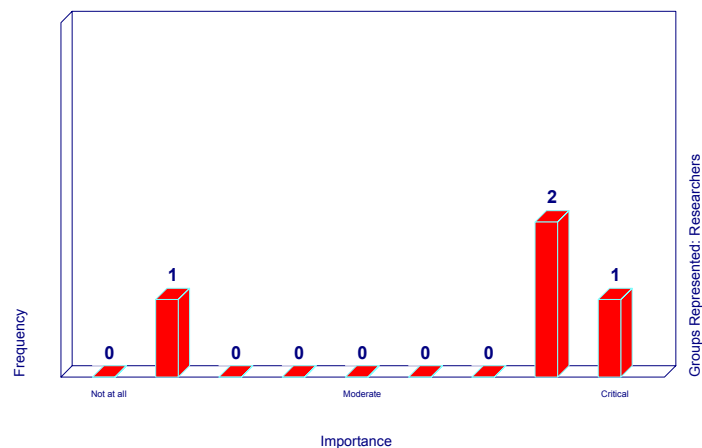
I- Knowledge level of the resource (ecological, geological, cultural, etc.)



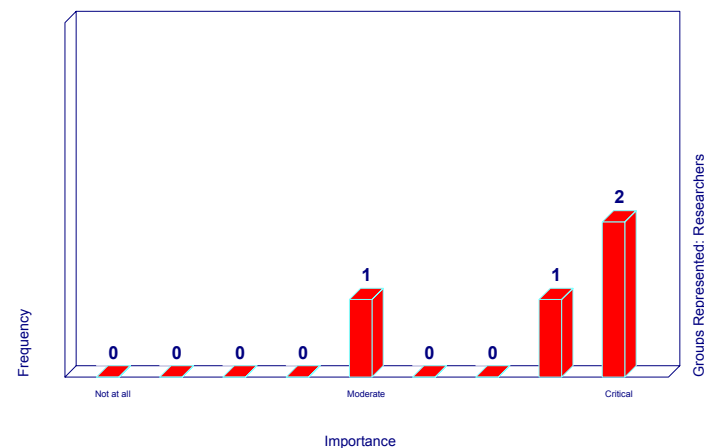
J- Quality of meals and beverages

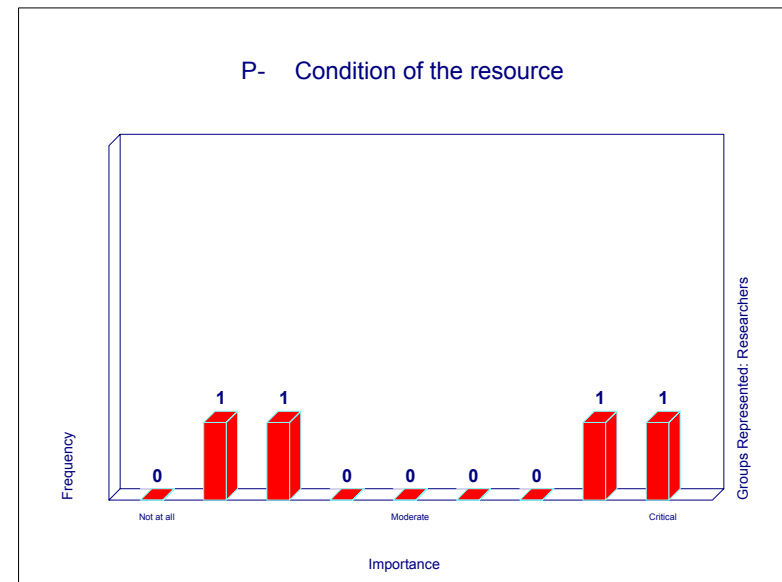
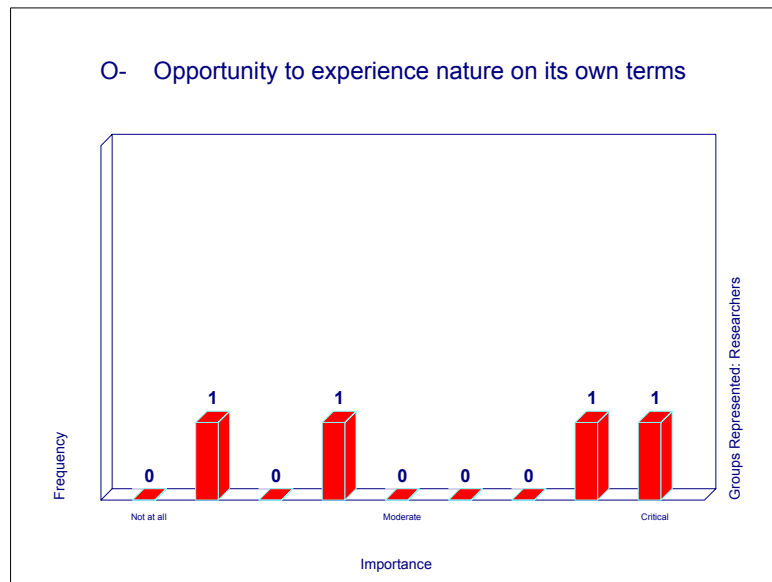
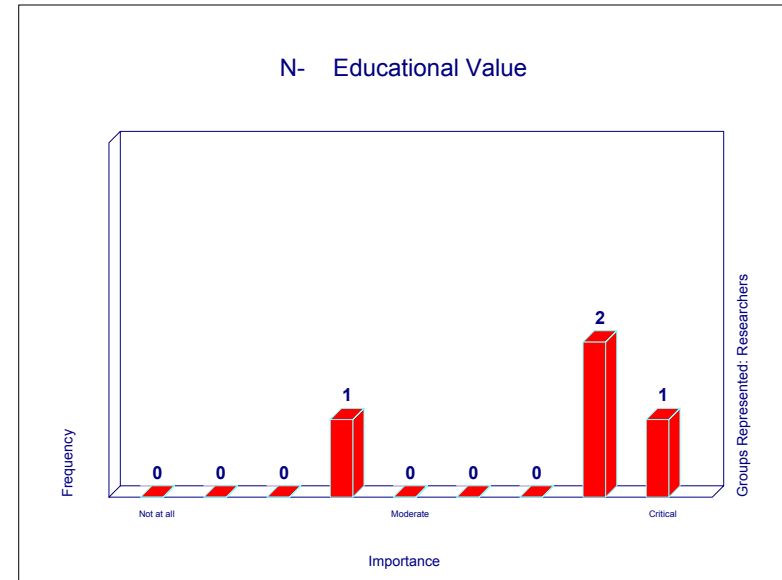
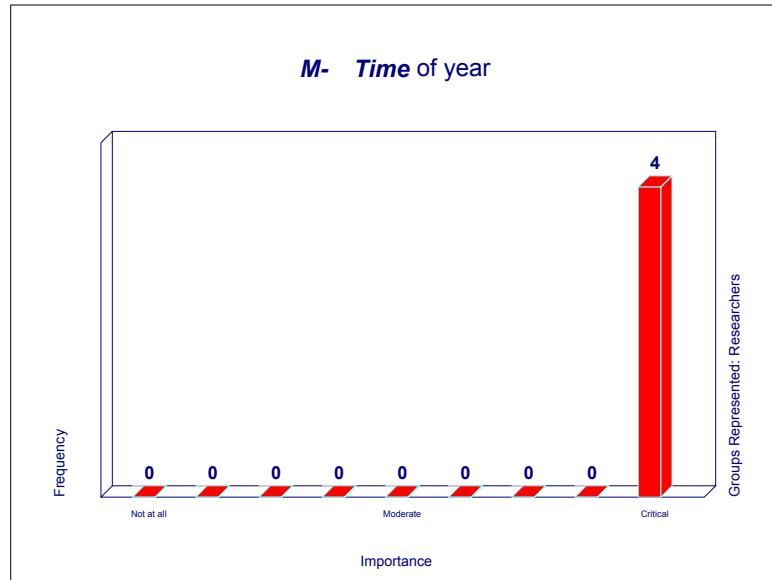


K- Length of trip

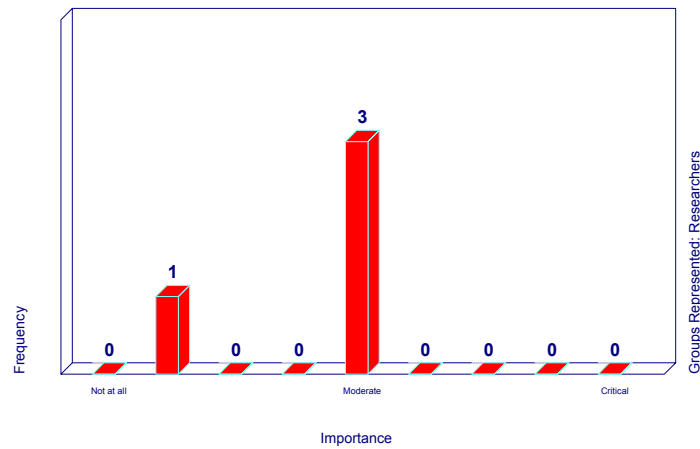


L- Size of the group

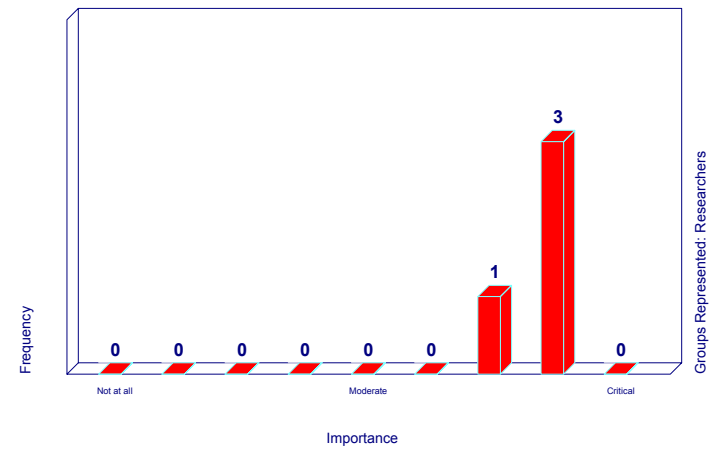




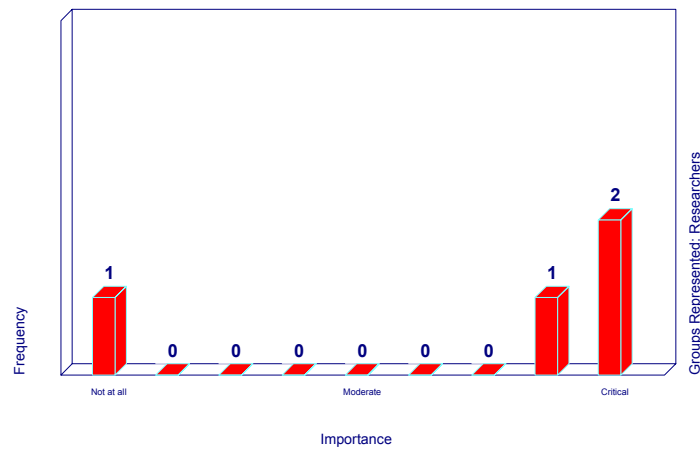
Q- Disability accommodations



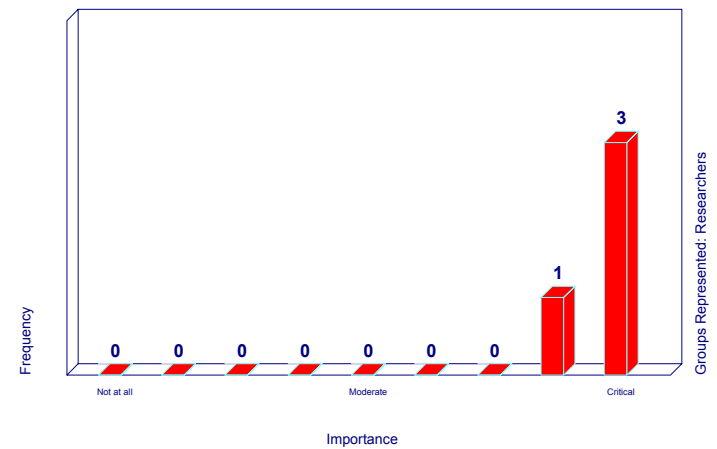
R- Spectrum of opportunities to chose from



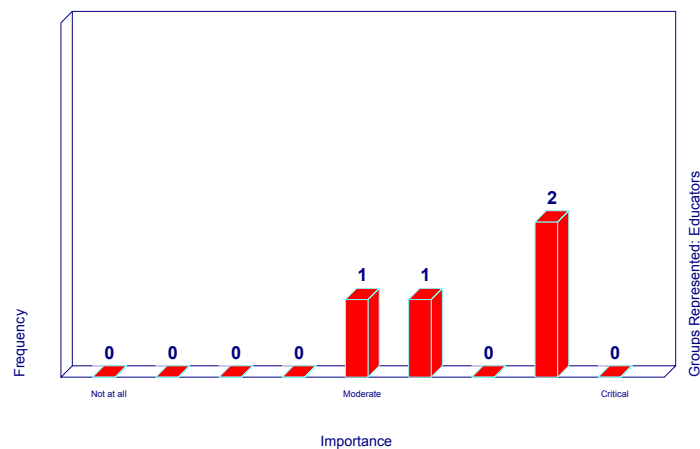
S- Level of safety preparedness



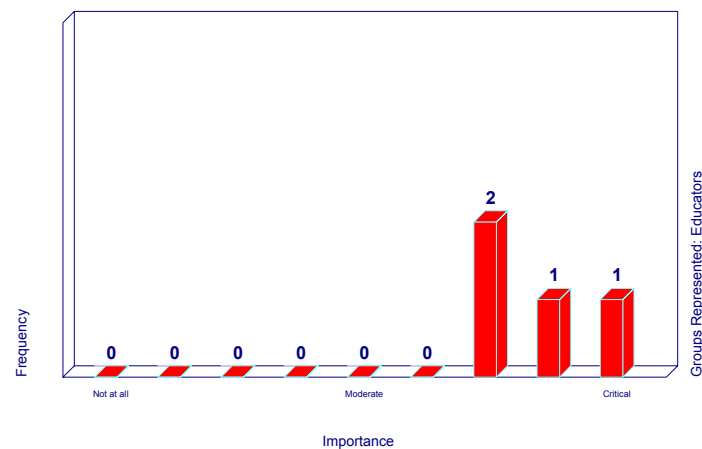
T- Stewardship



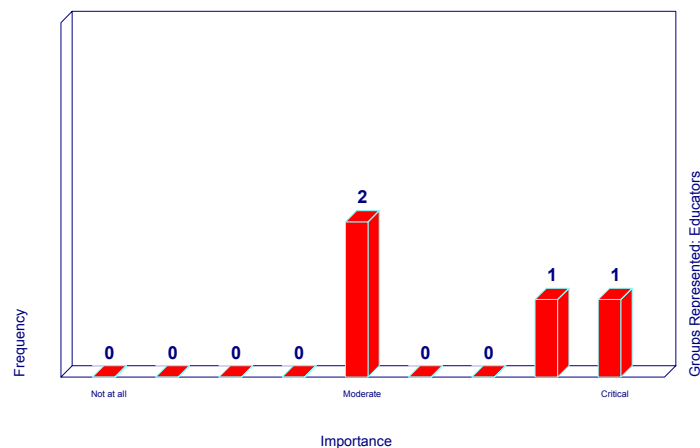
A- Number of *encounters* with other groups



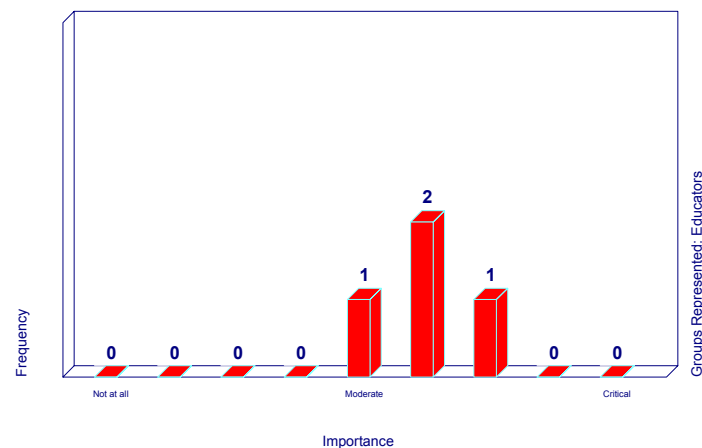
B- Natural *quiet*

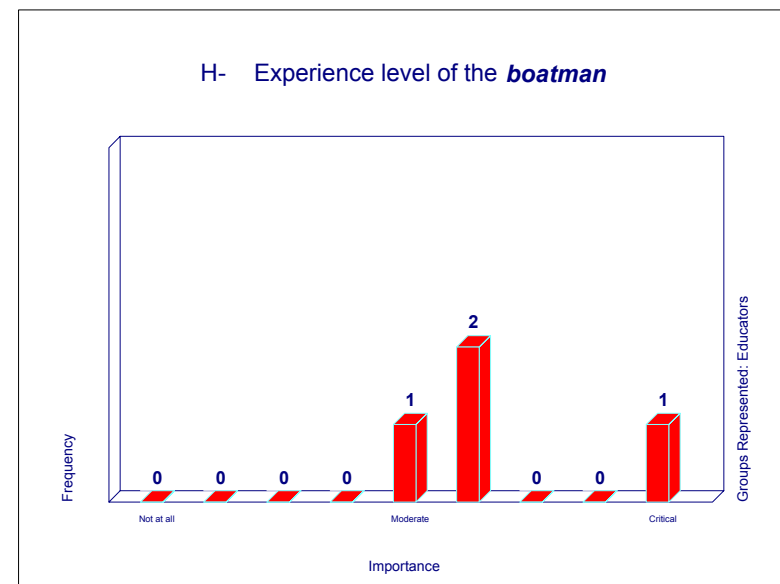
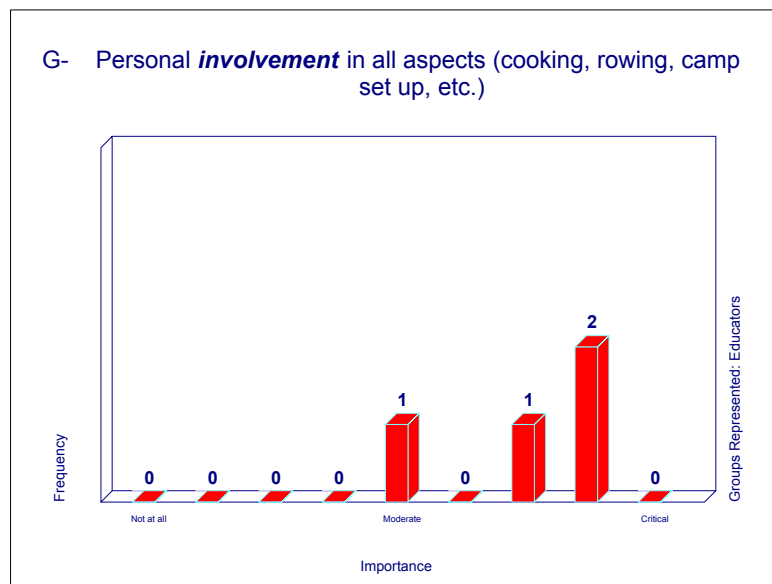
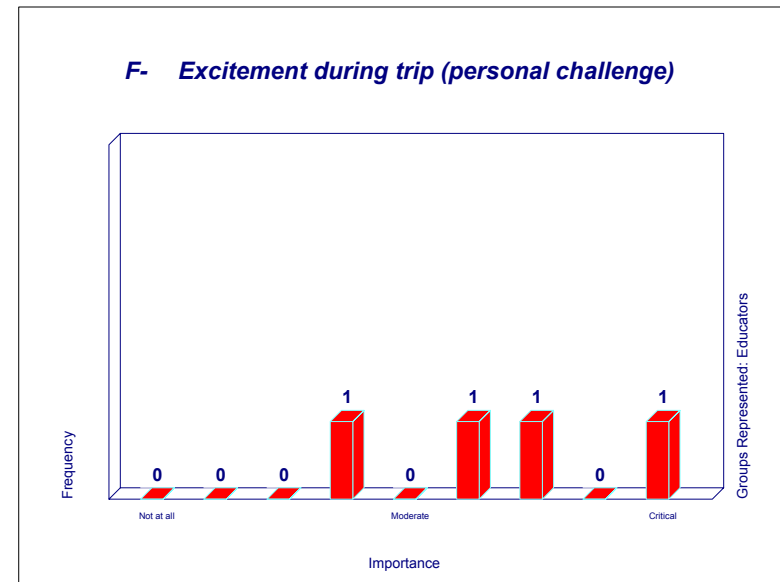
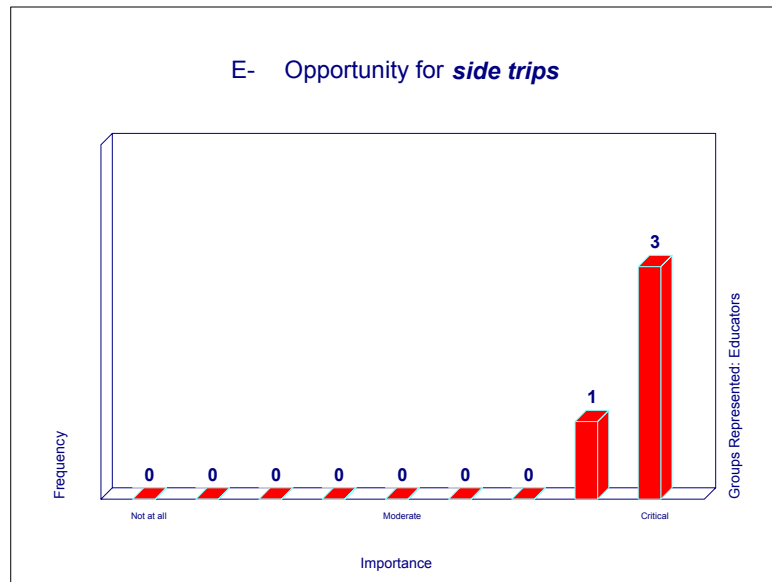


C- Sense of individual *solitude*

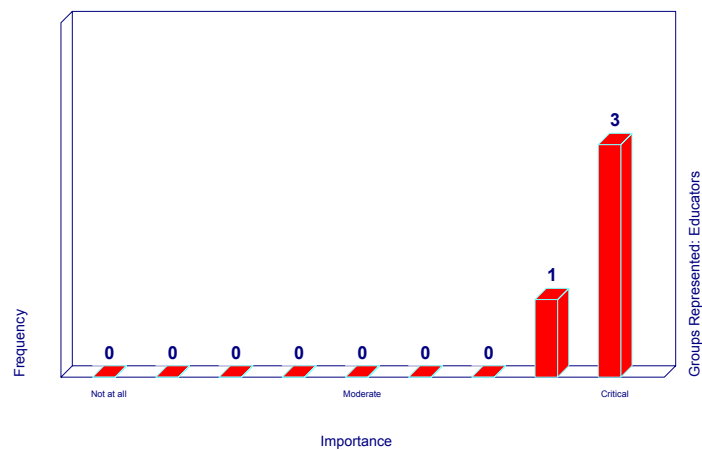


D- Opportunity for *social* interaction & group dynamics (time with friends & family)

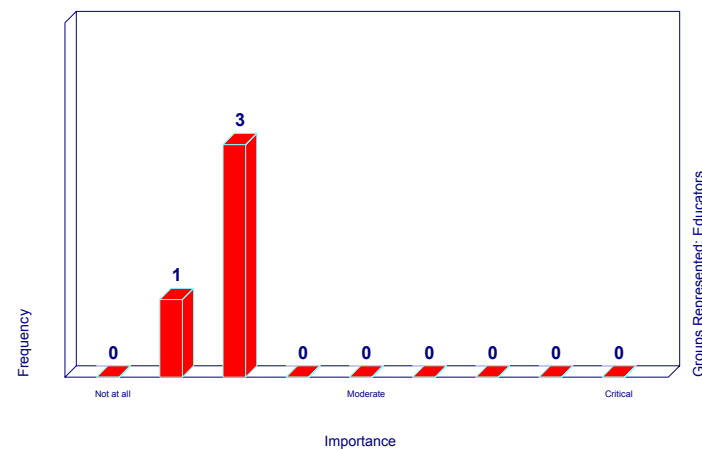




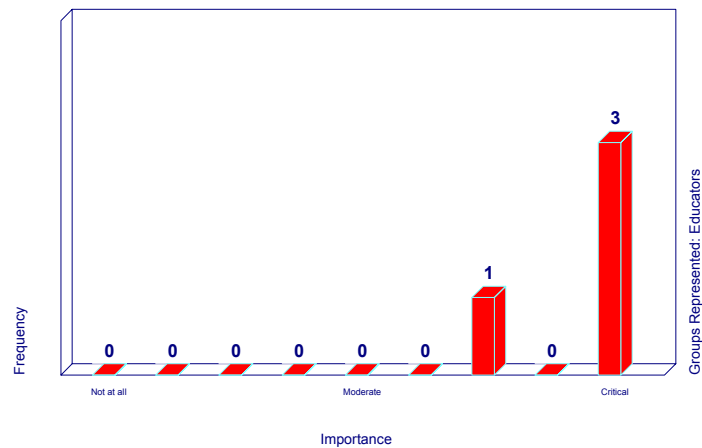
I- Knowledge level of the resource (ecological, geological, cultural, etc.)



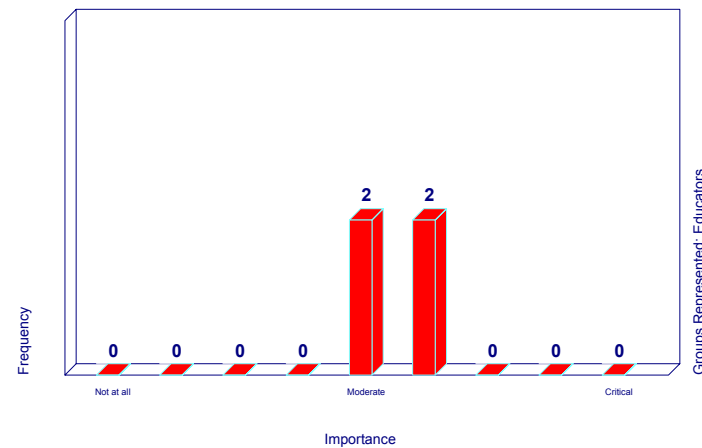
J- Quality of meals and beverages

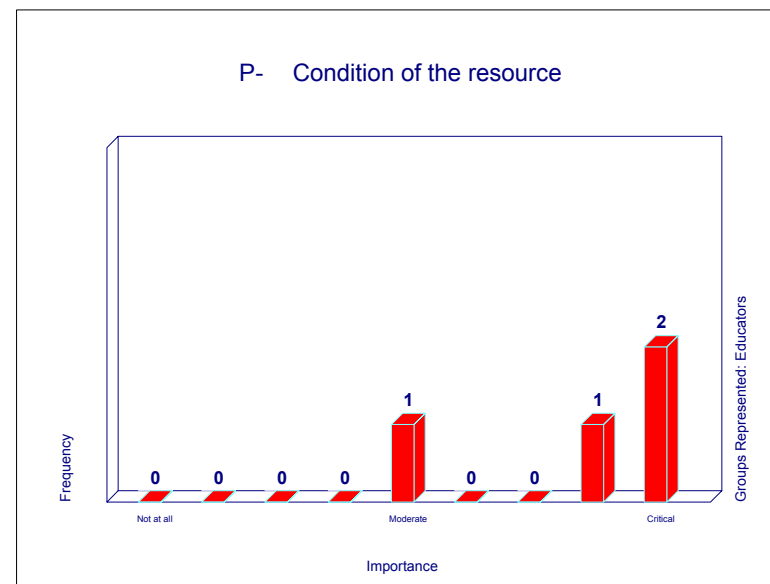
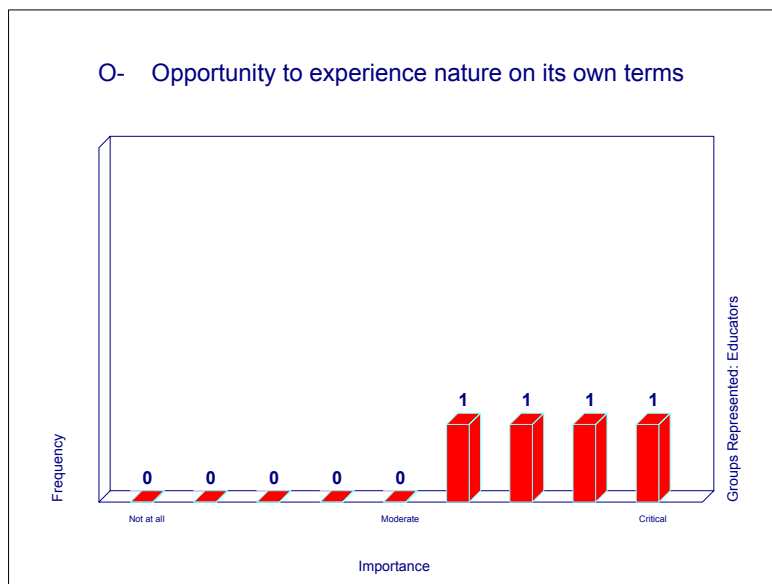
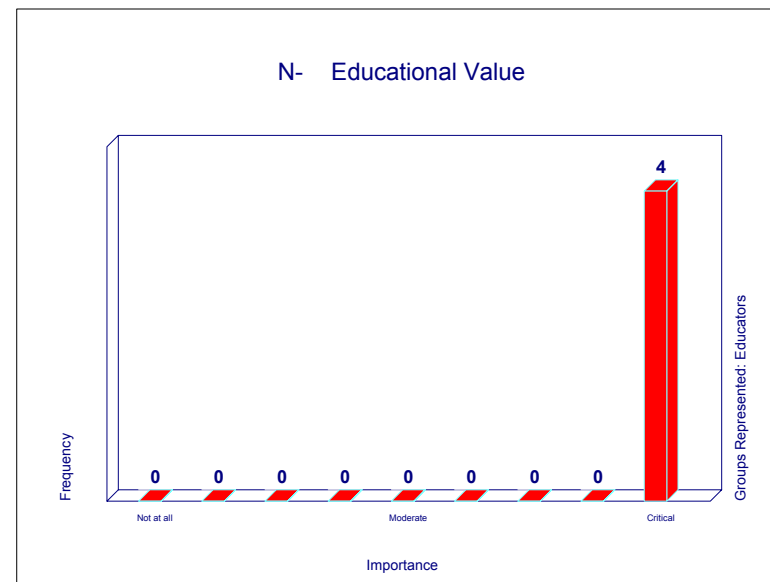
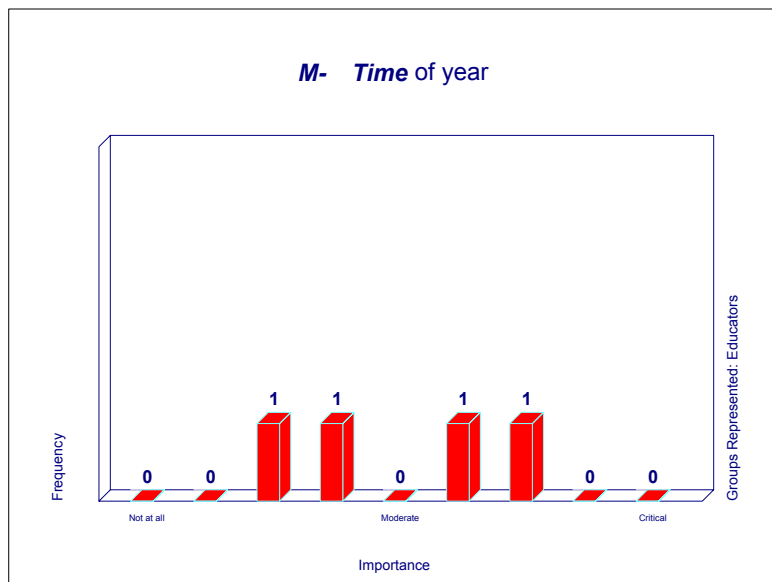


K- Length of trip

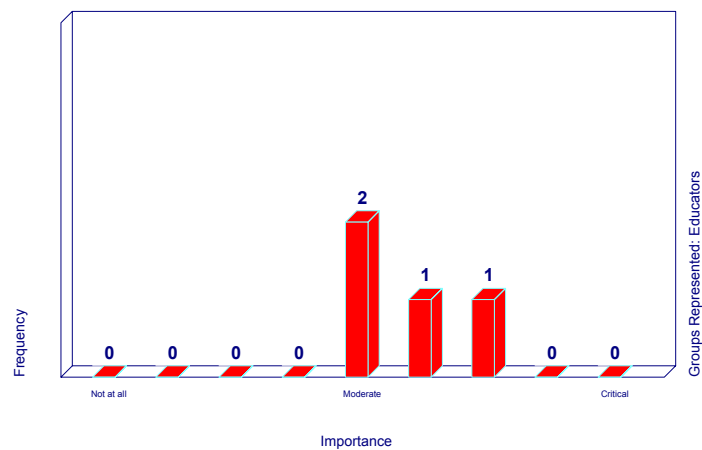


L- Size of the group

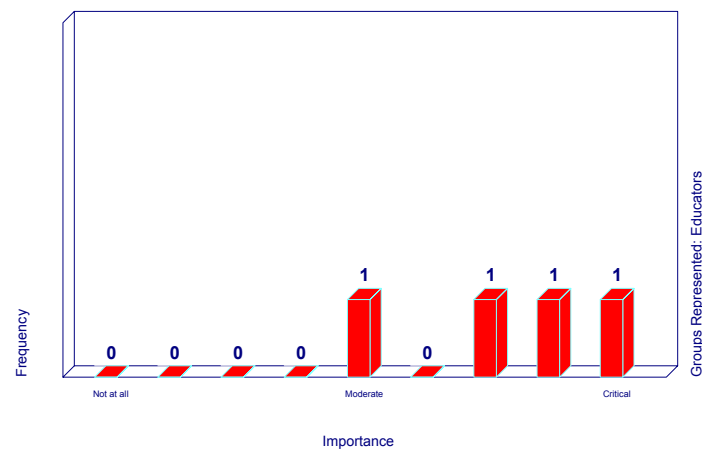




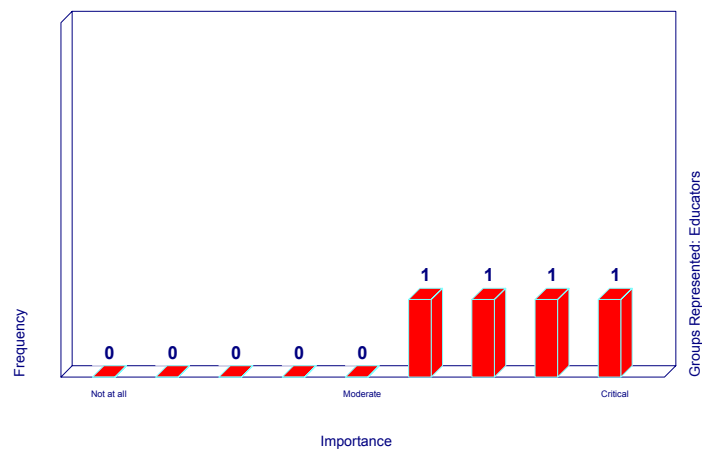
Q- Disability accommodations



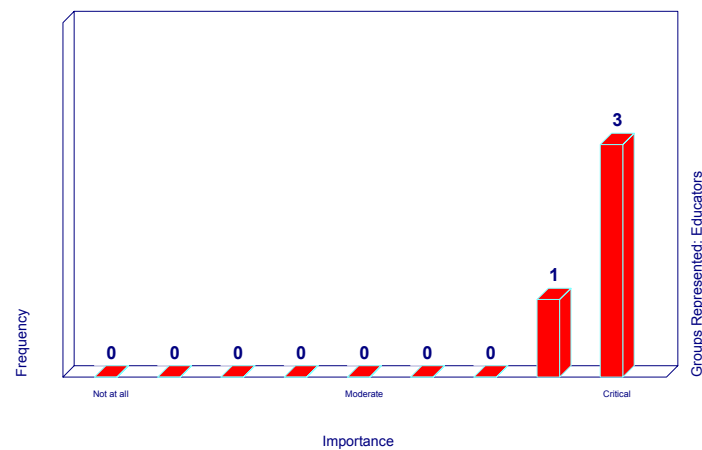
R- Spectrum of opportunities to chose from



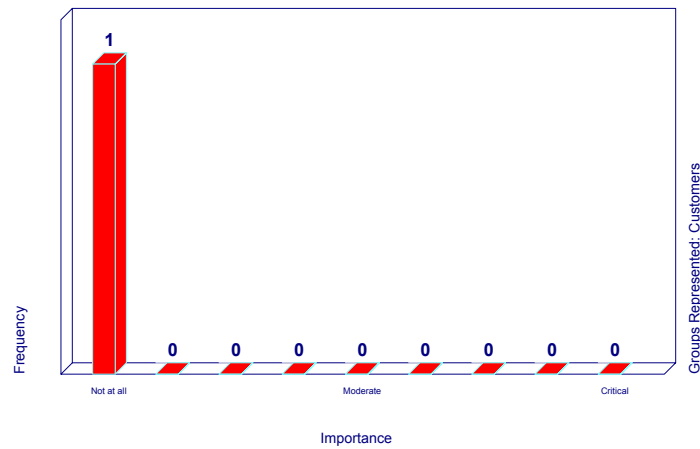
S- Level of safety preparedness



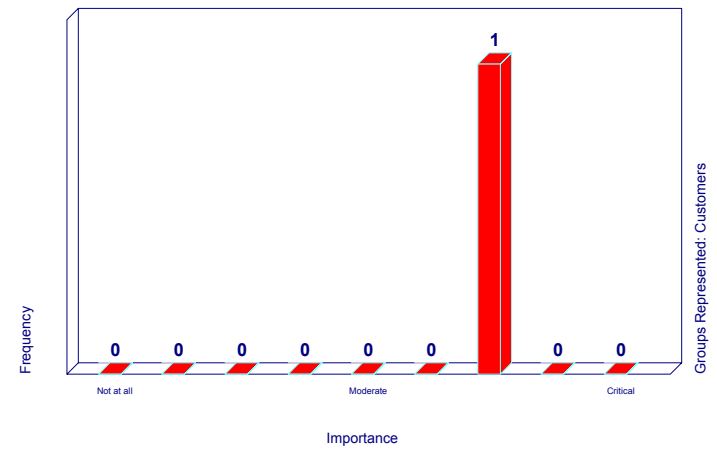
T- Stewardship



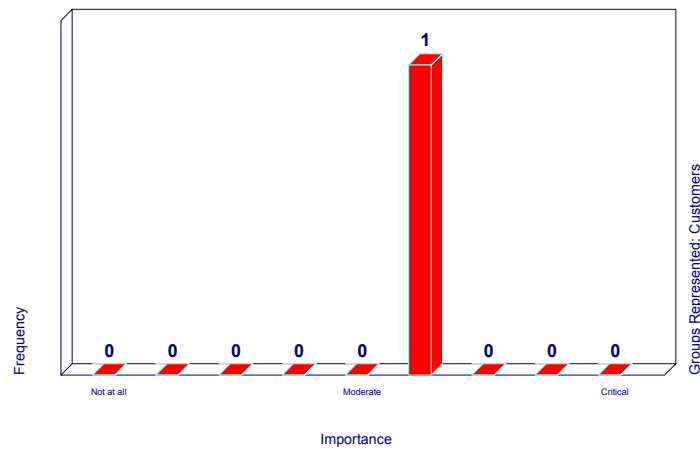
A- Number of *encounters* with other groups



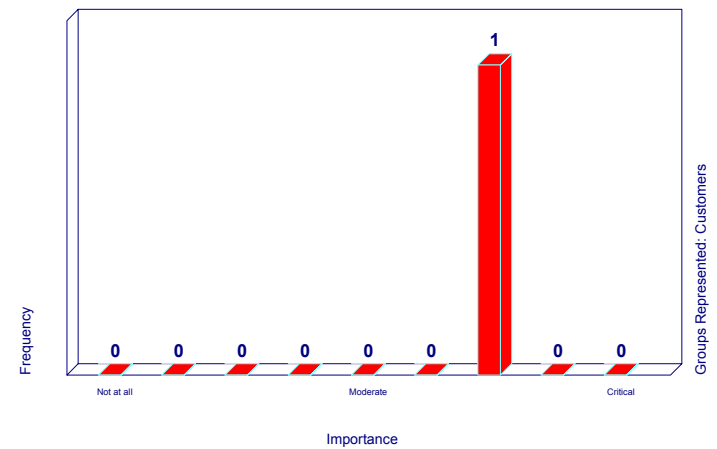
B- Natural *quiet*

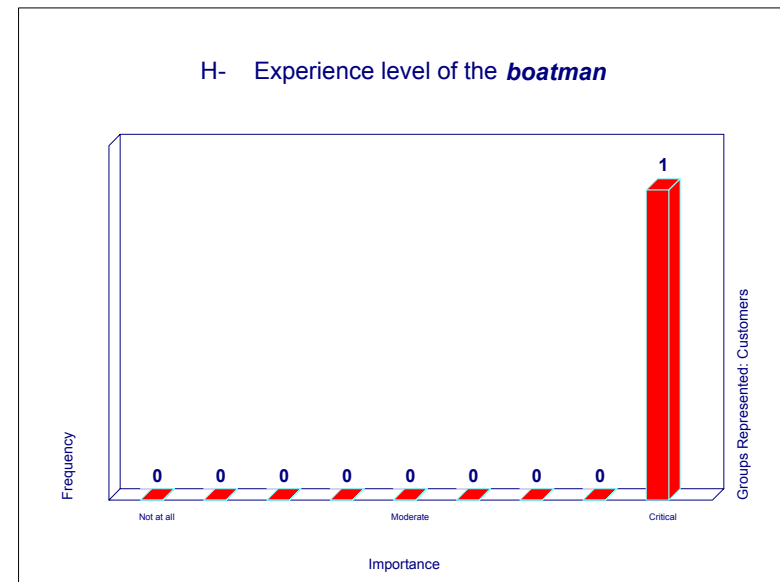
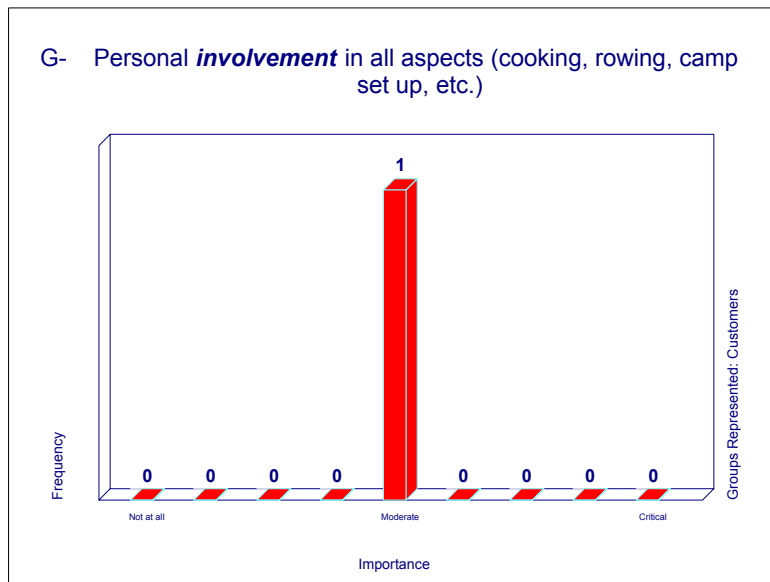
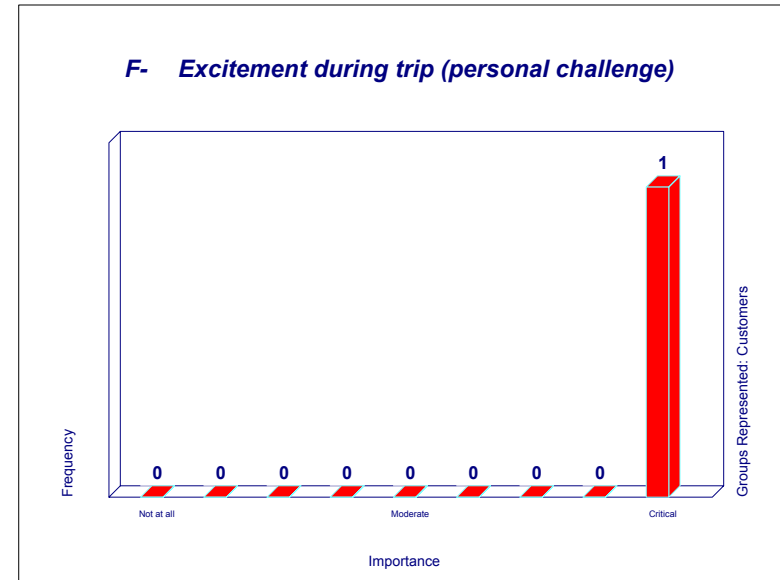
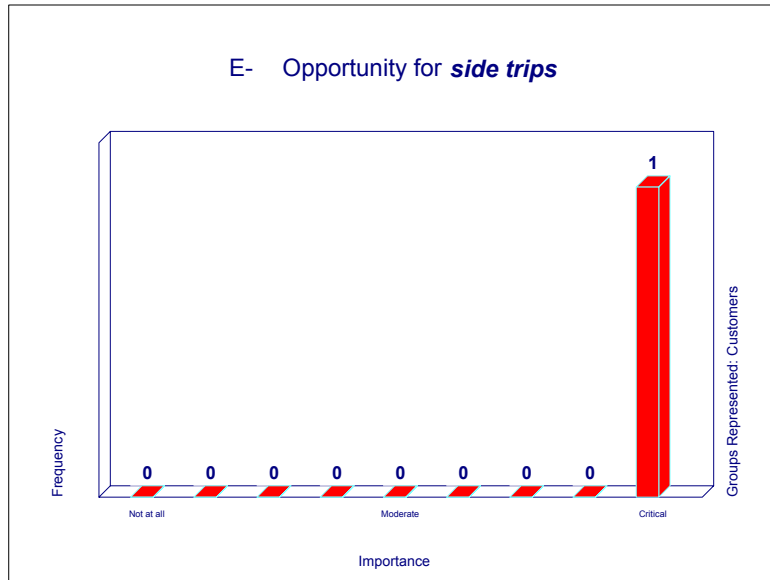


C- Sense of individual *solitude*

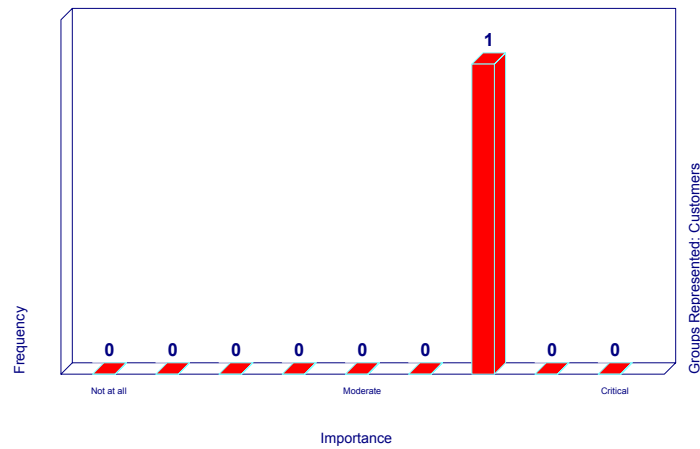


D- Opportunity for *social* interaction & group dynamics (time with friends & family)

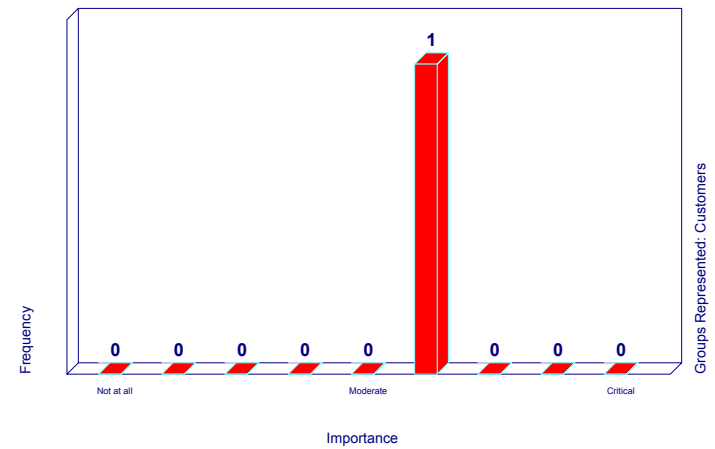




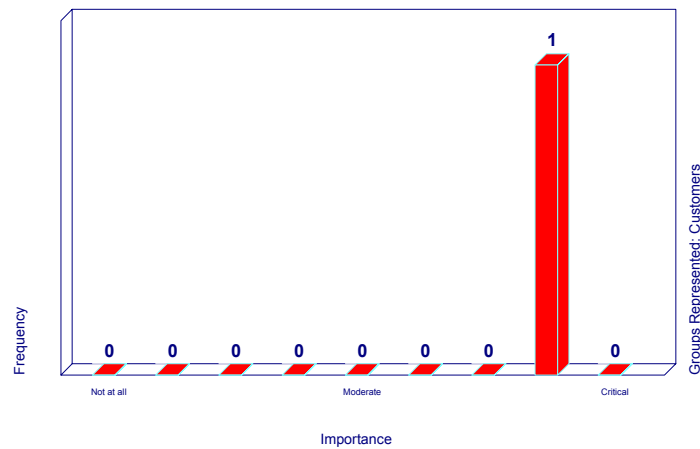
I- Knowledge level of the resource (ecological, geological, cultural, etc.)



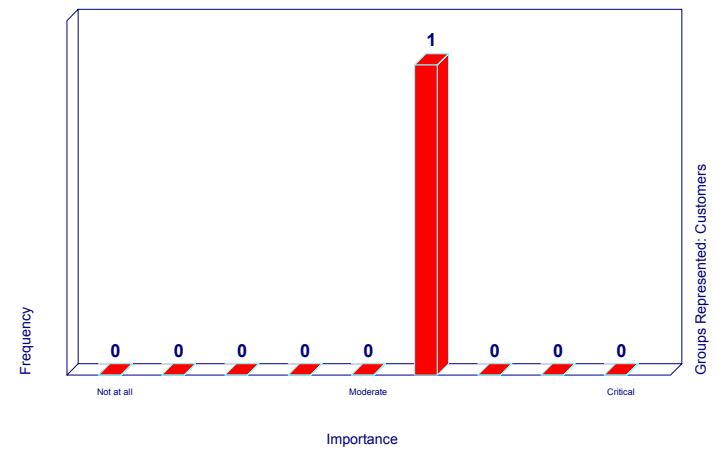
J- Quality of meals and beverages

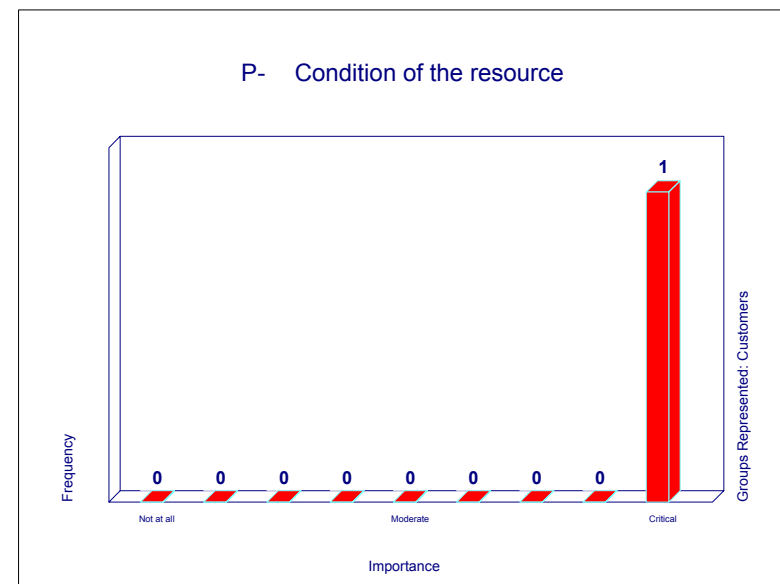
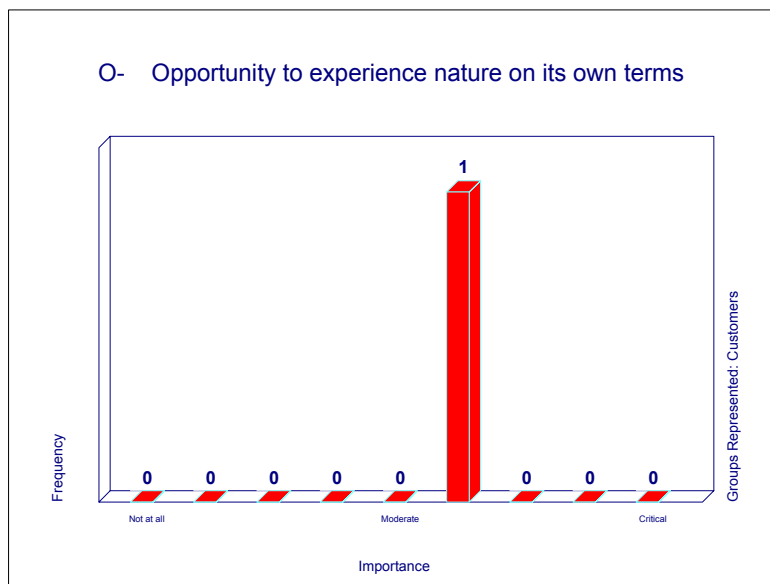
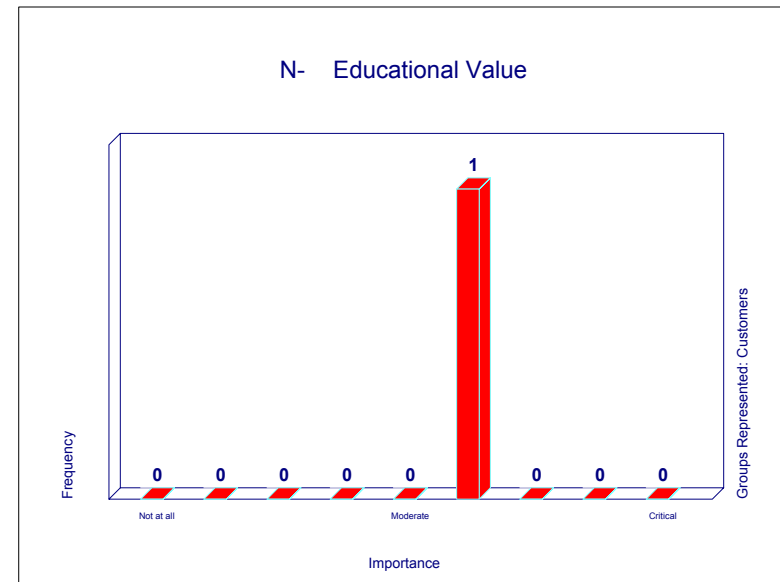
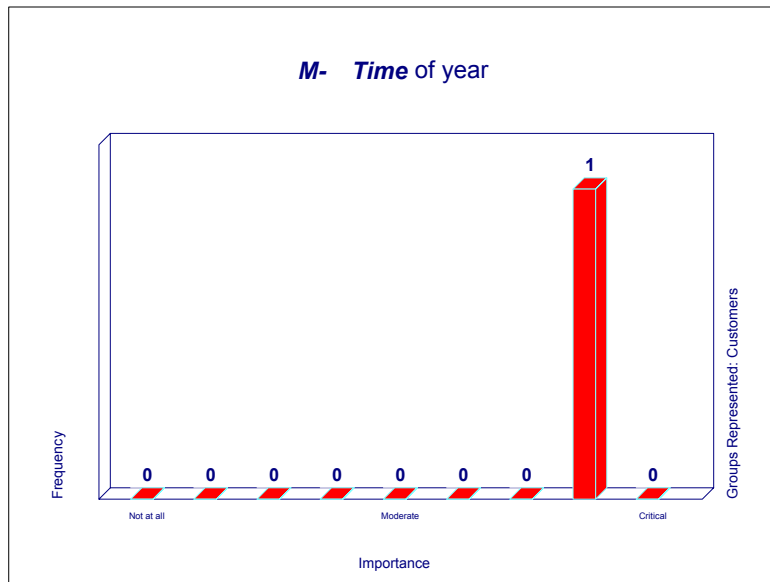


K- Length of trip

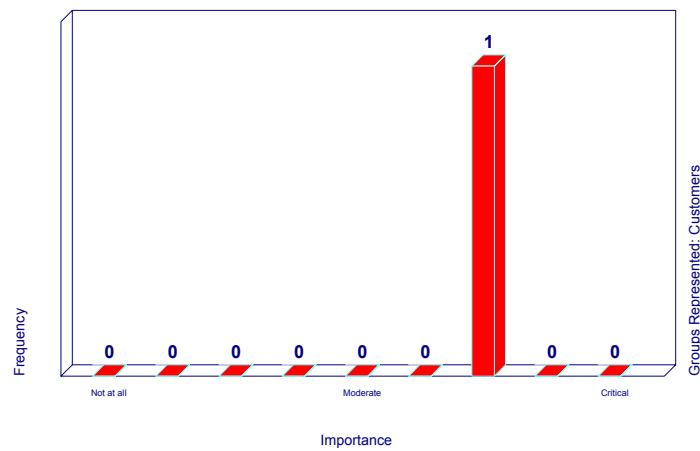


L- Size of the group

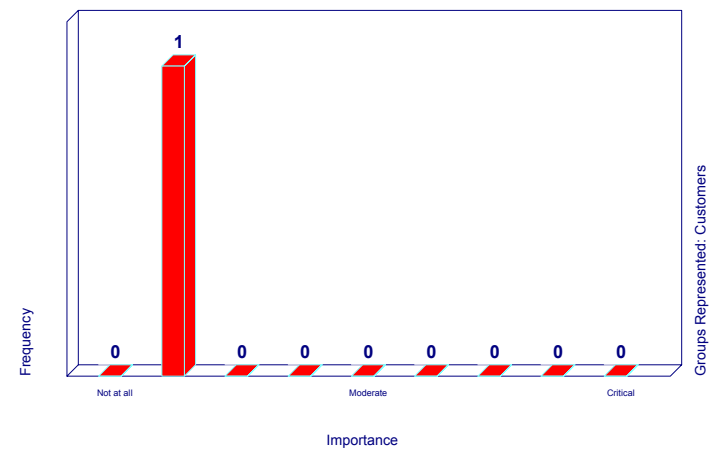




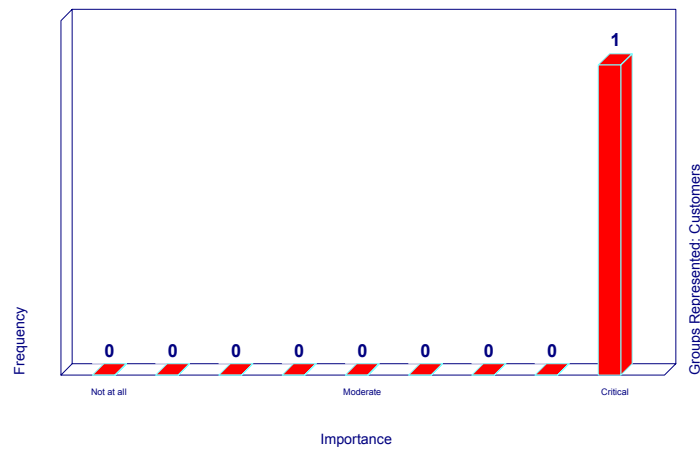
Q- Disability accommodations



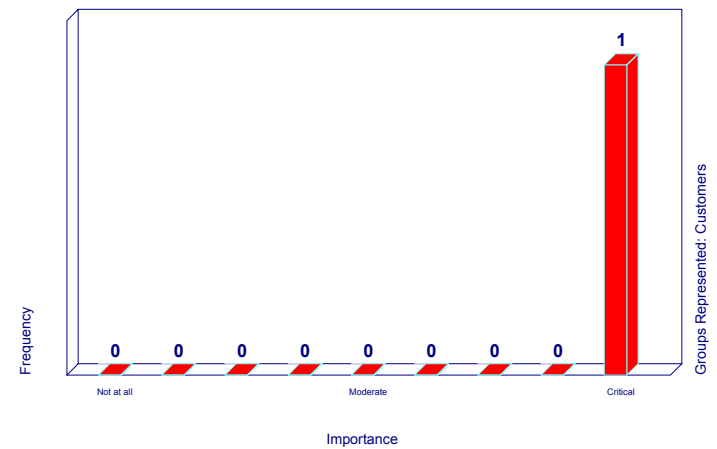
R- Spectrum of opportunities to chose from



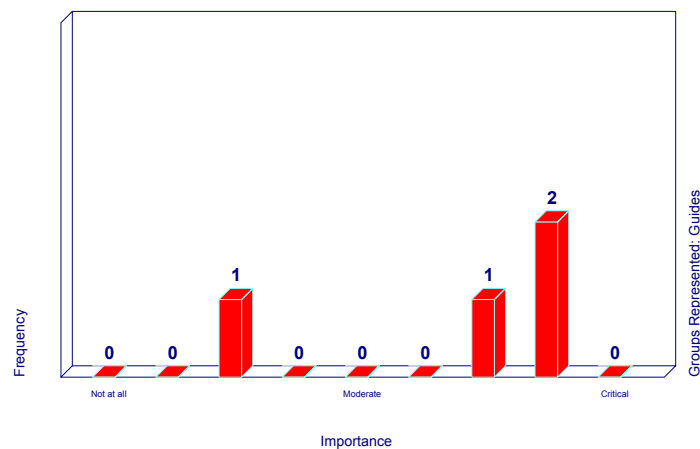
S- Level of safety preparedness



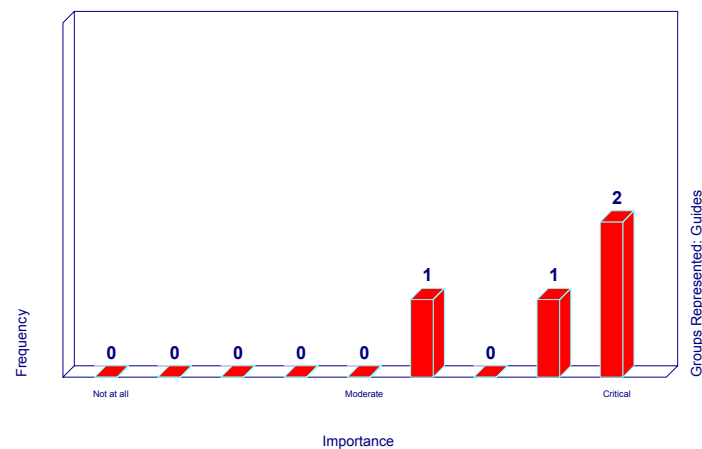
T- Stewardship



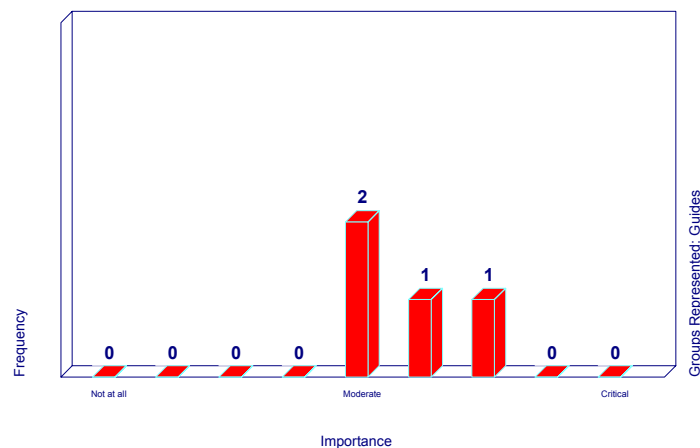
A- Number of *encounters* with other groups



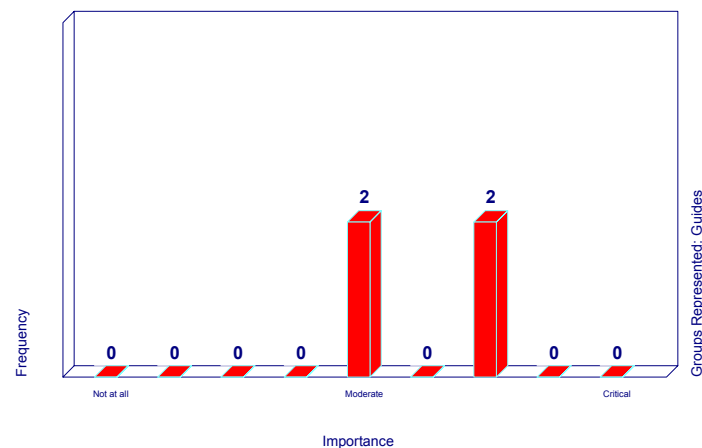
B- Natural *quiet*

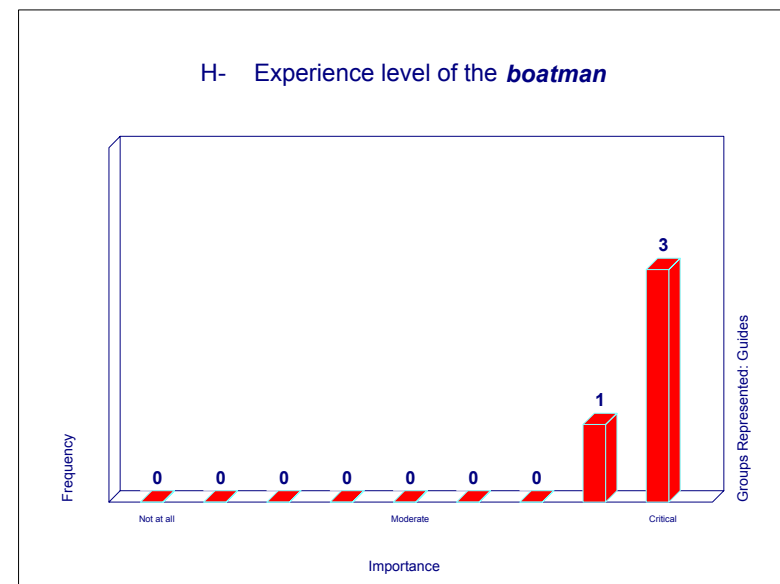
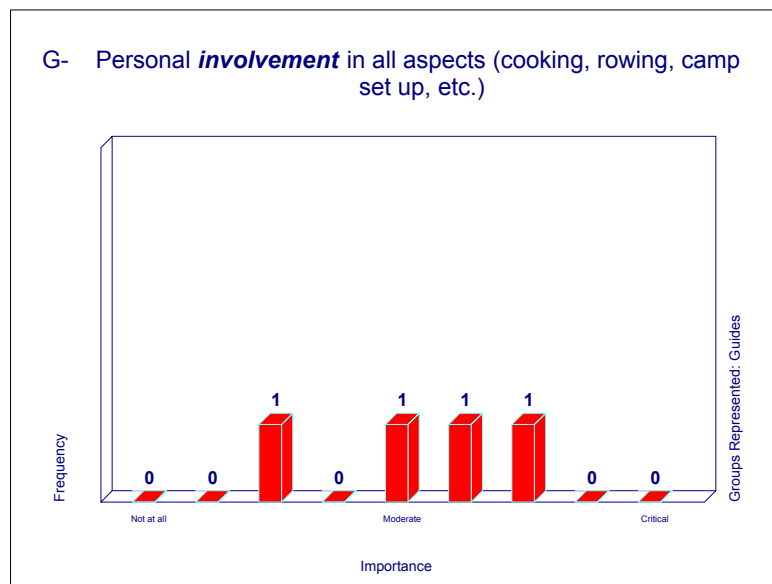
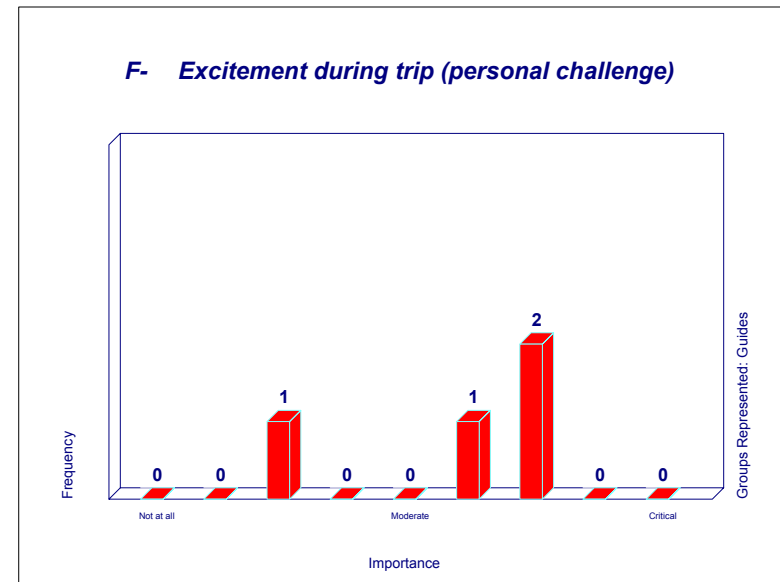
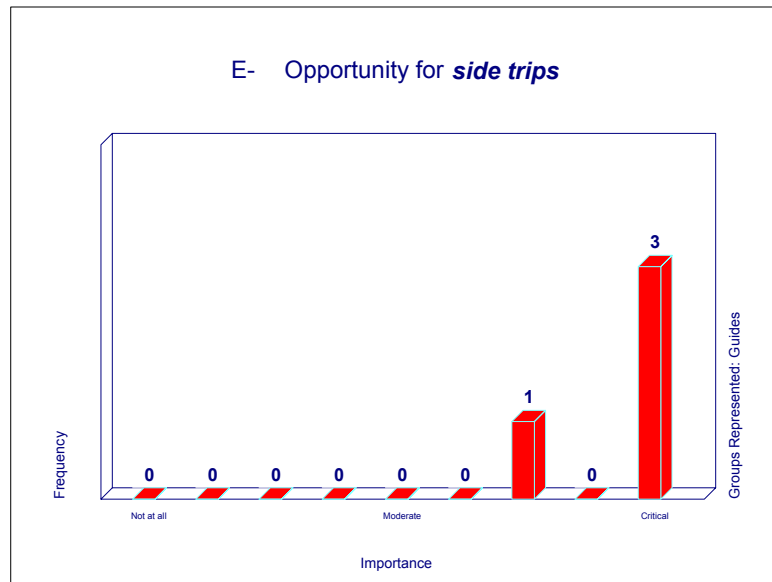


C- Sense of individual *solitude*

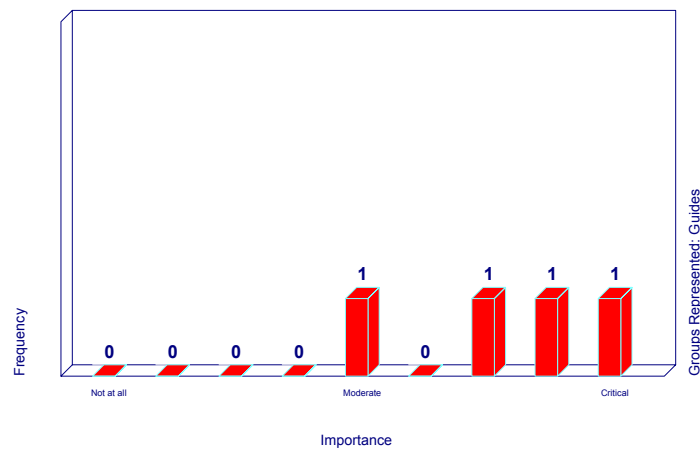


D- Opportunity for *social* interaction & group dynamics (time with friends & family)

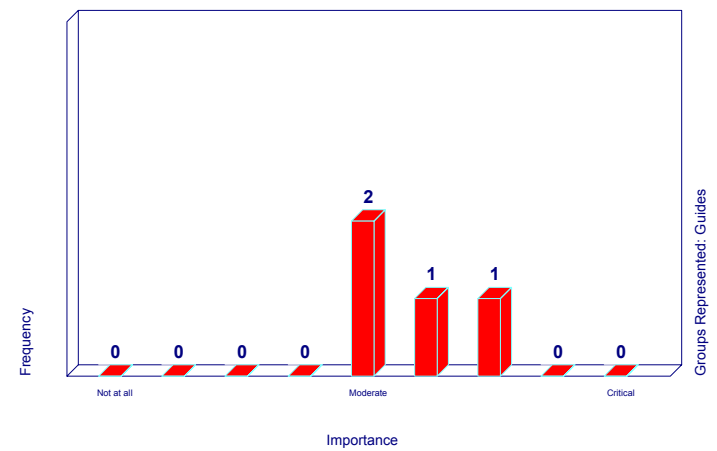




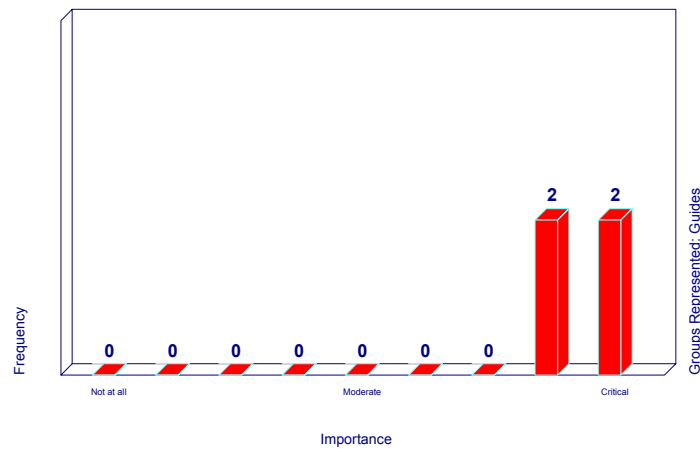
I- Knowledge level of the resource (ecological, geological, cultural, etc.)



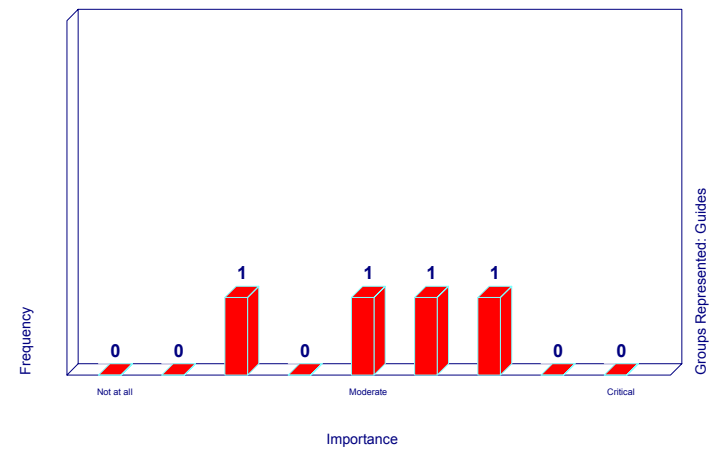
J- Quality of meals and beverages

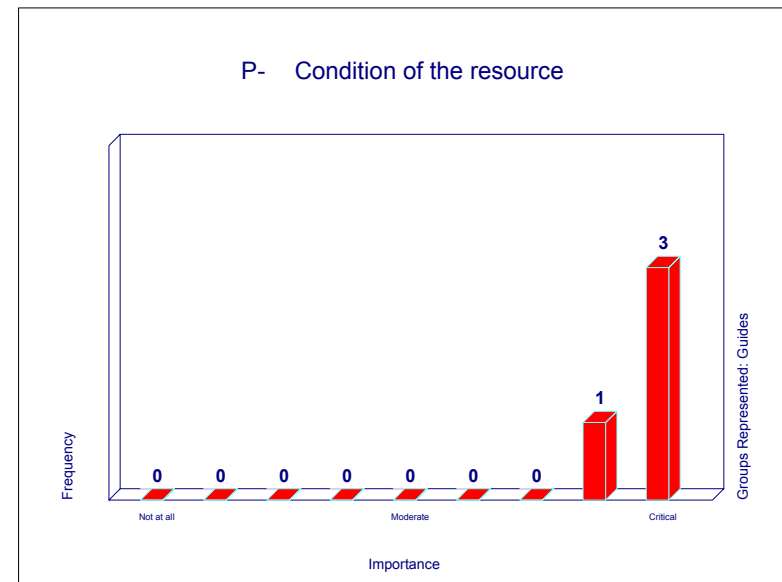
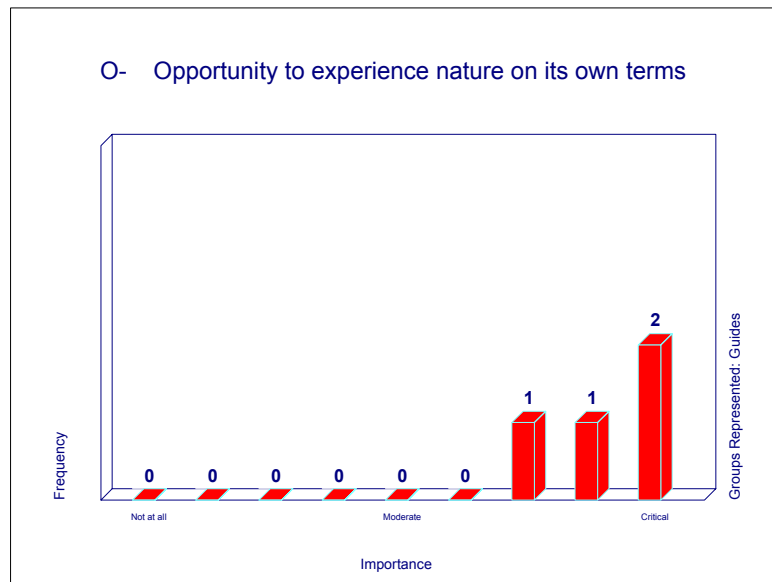
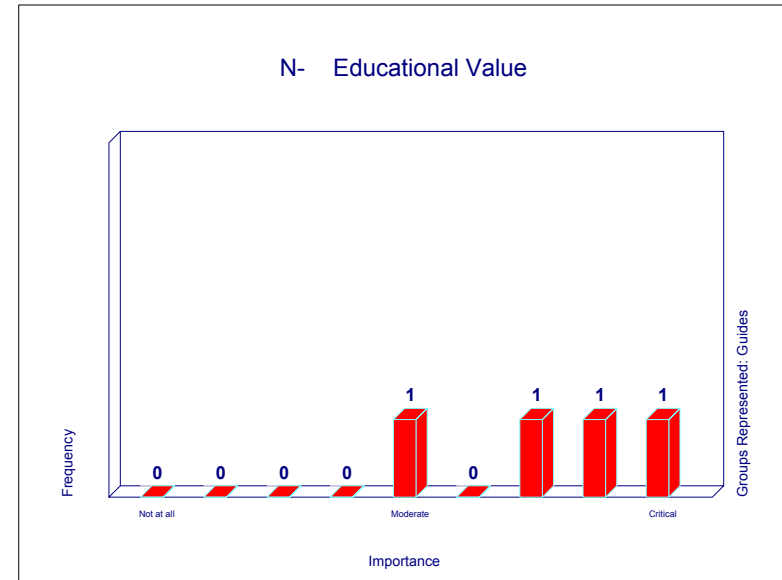
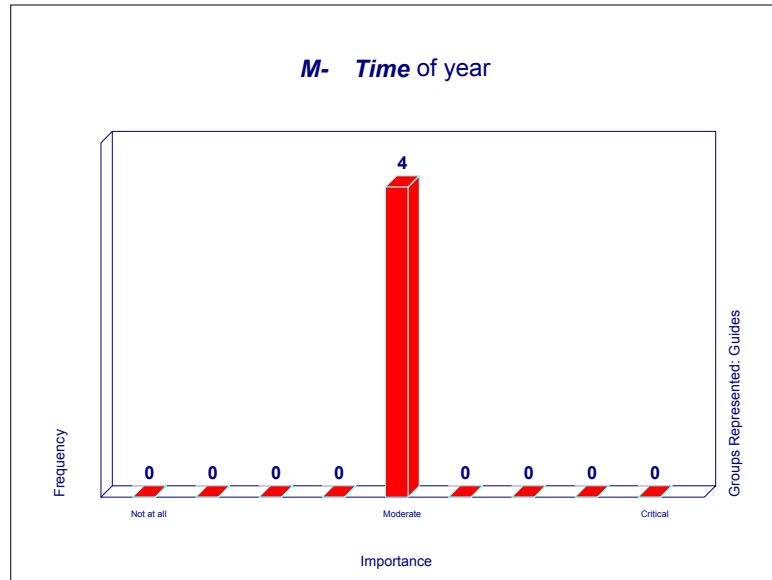


K- Length of trip

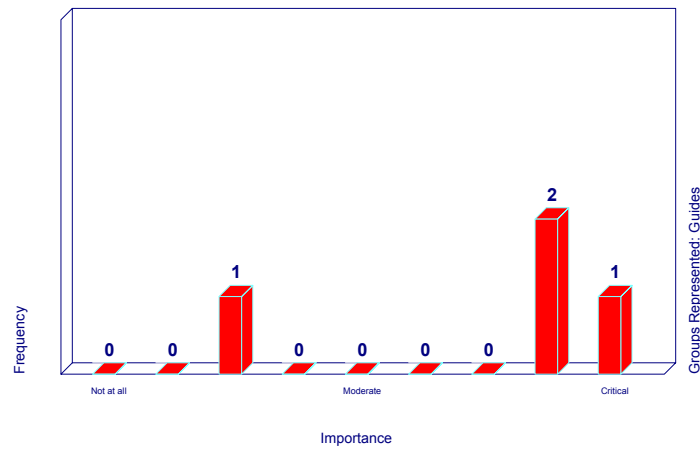


L- Size of the group

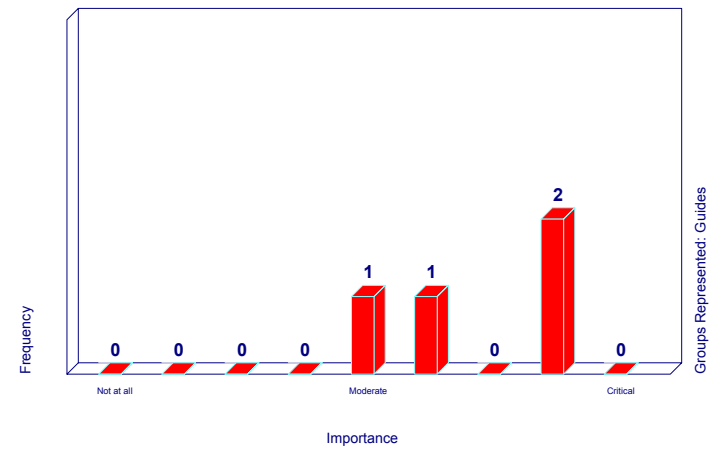




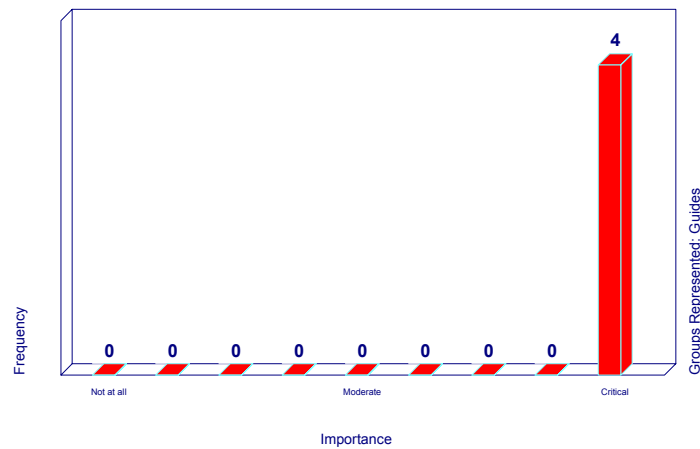
Q- Disability accommodations



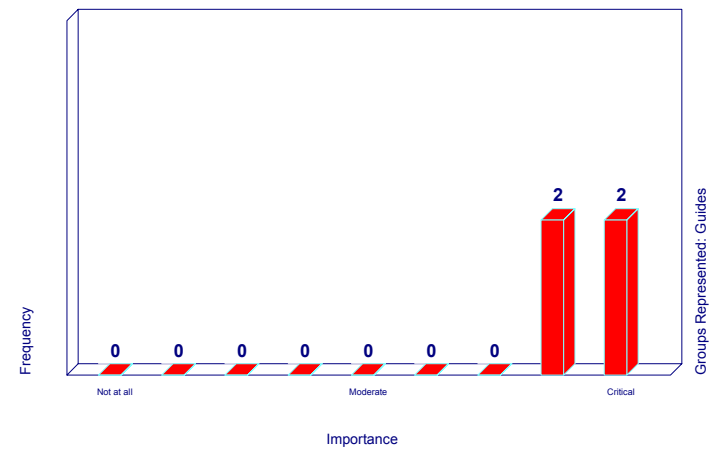
R- Spectrum of opportunities to chose from



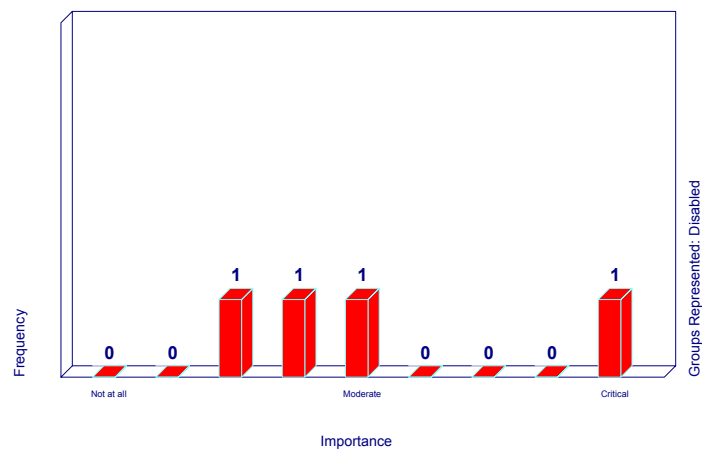
S- Level of safety preparedness



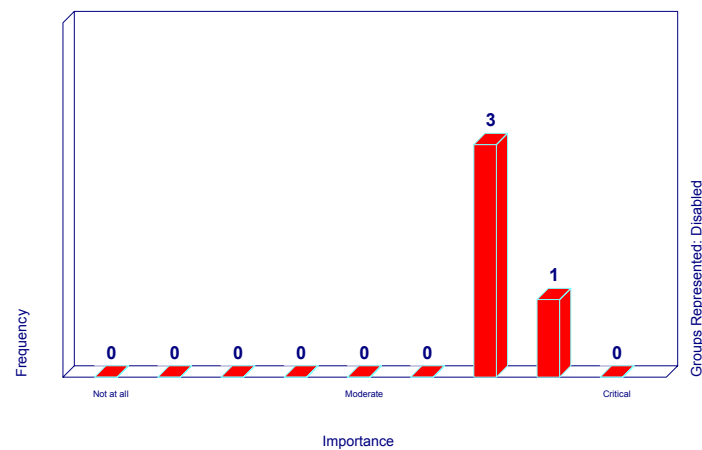
T- Stewardship



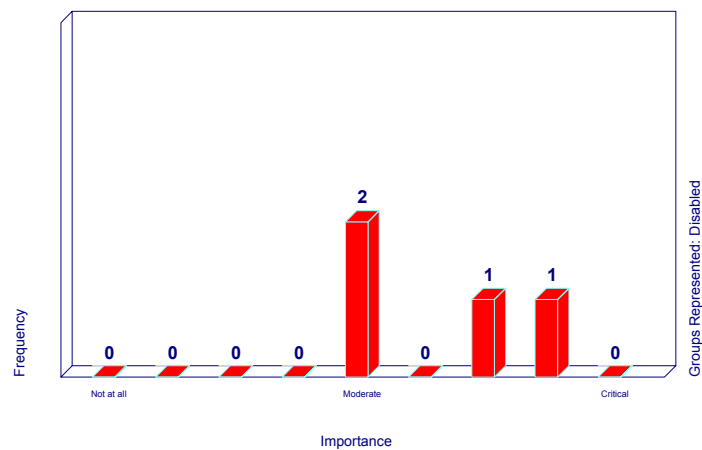
A- Number of *encounters* with other groups



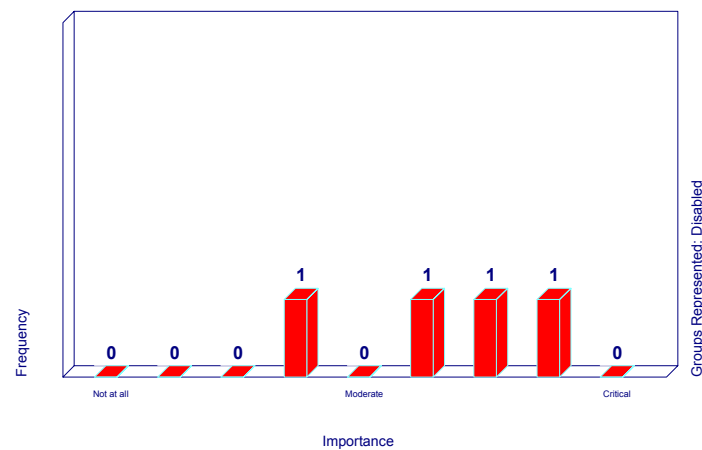
B- Natural *quiet*

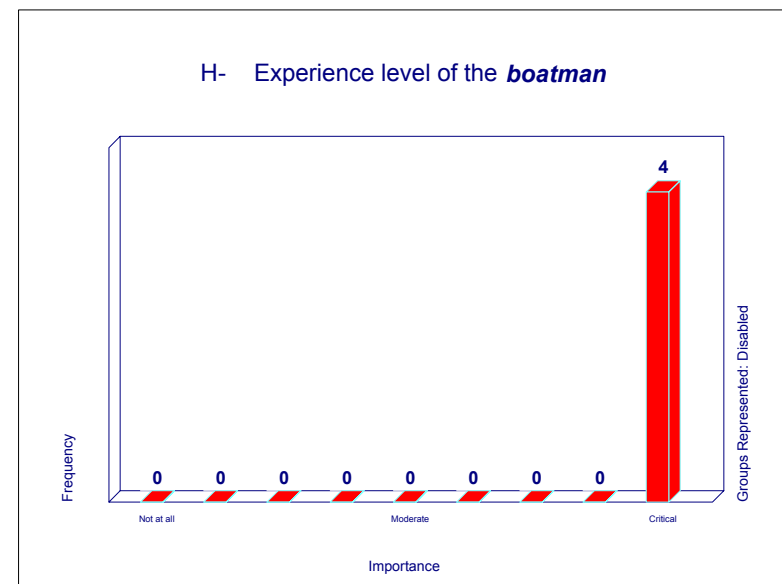
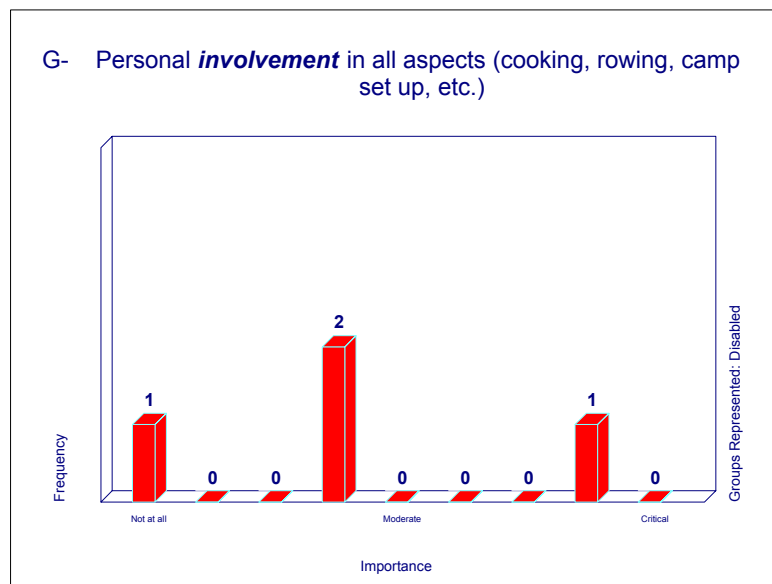
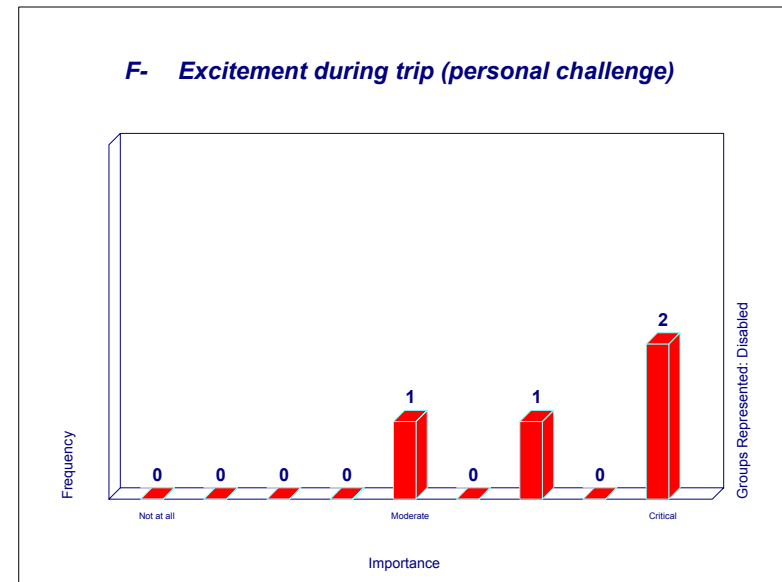
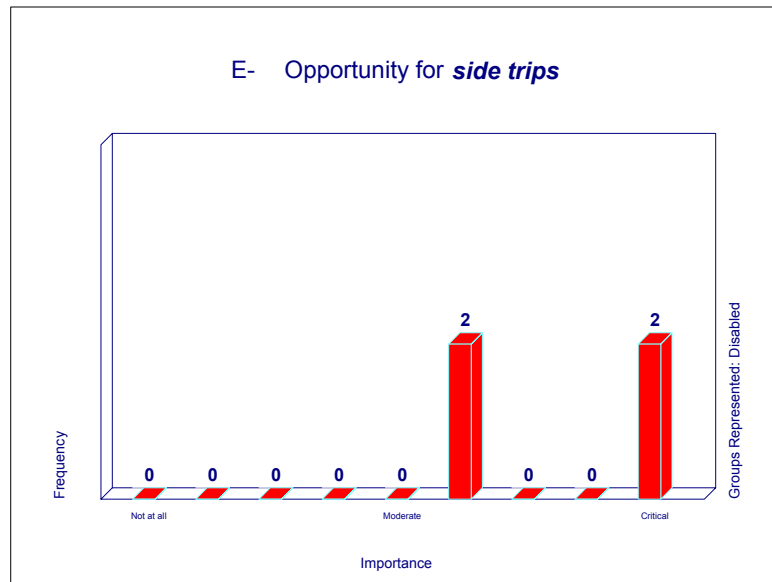


C- Sense of individual *solitude*

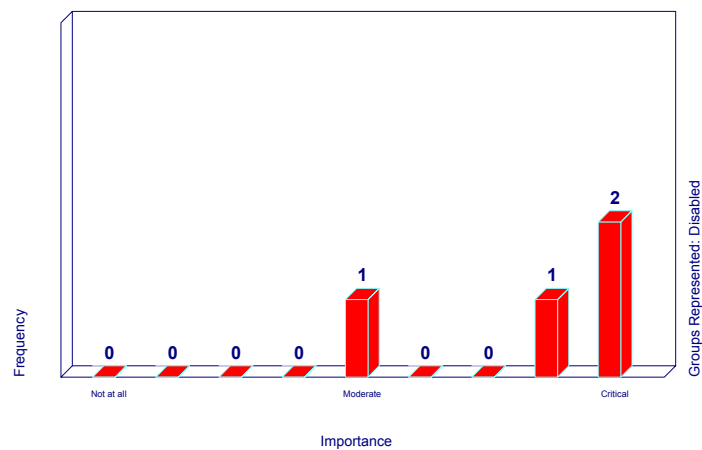


D- Opportunity for *social* interaction & group dynamics (time with friends & family)

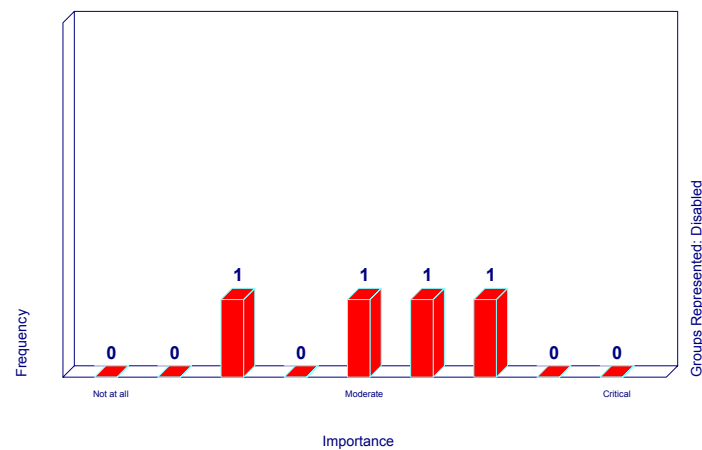




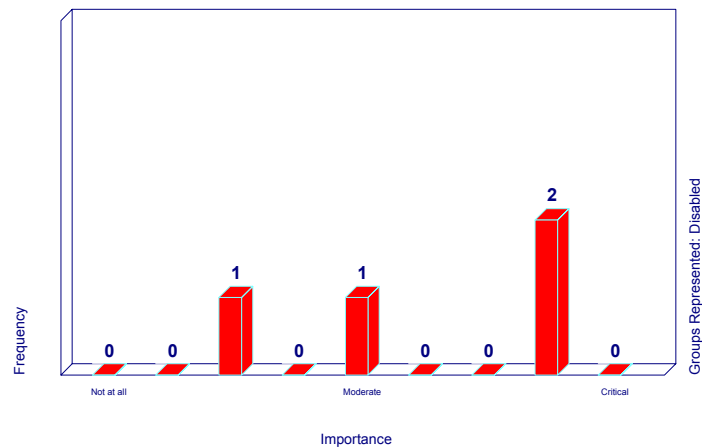
I- Knowledge level of the resource (ecological, geological, cultural, etc.)



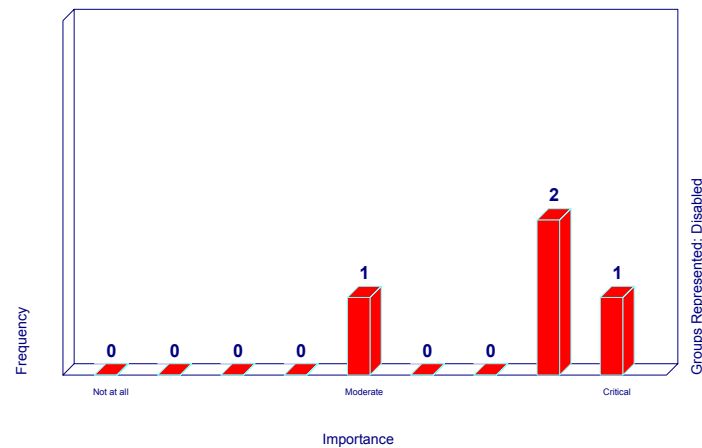
J- Quality of meals and beverages

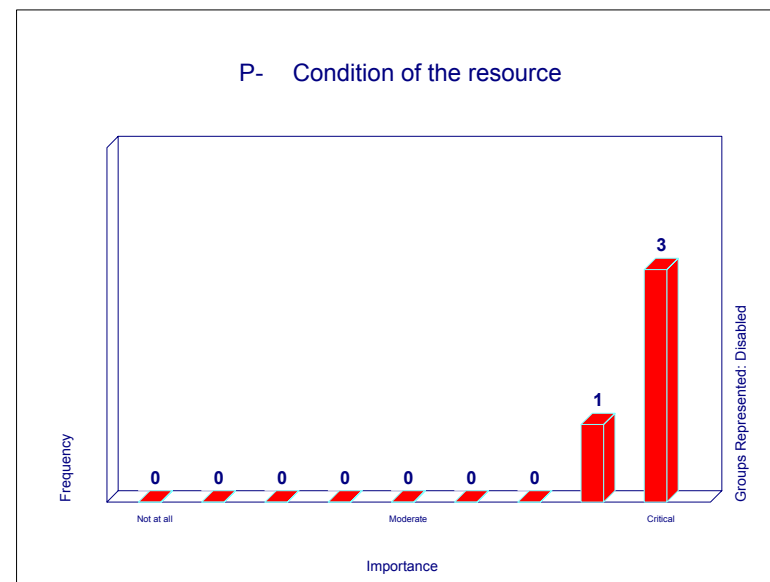
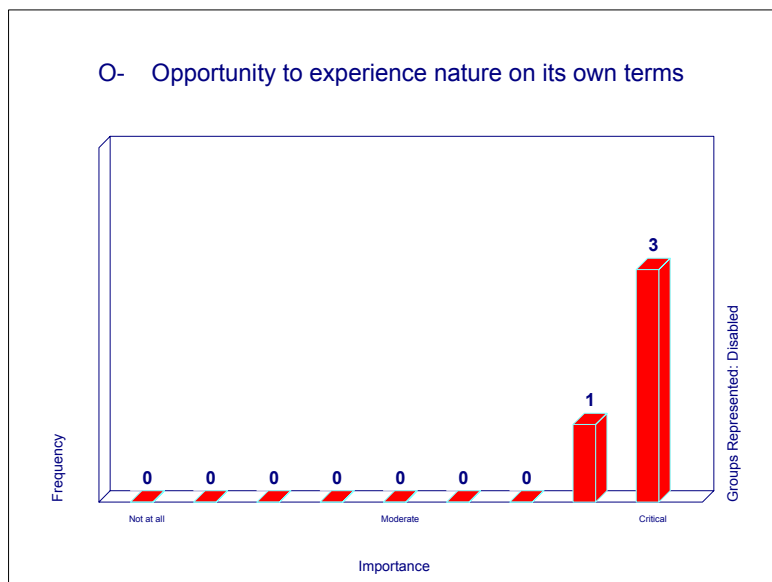
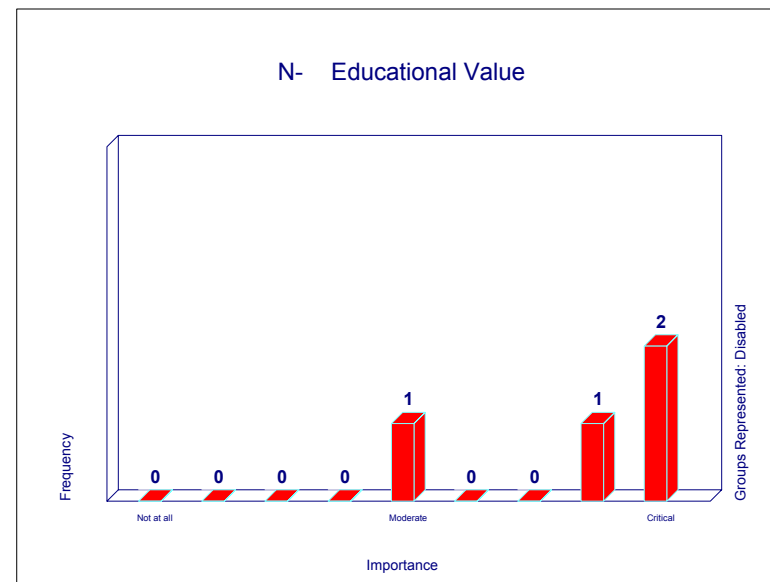
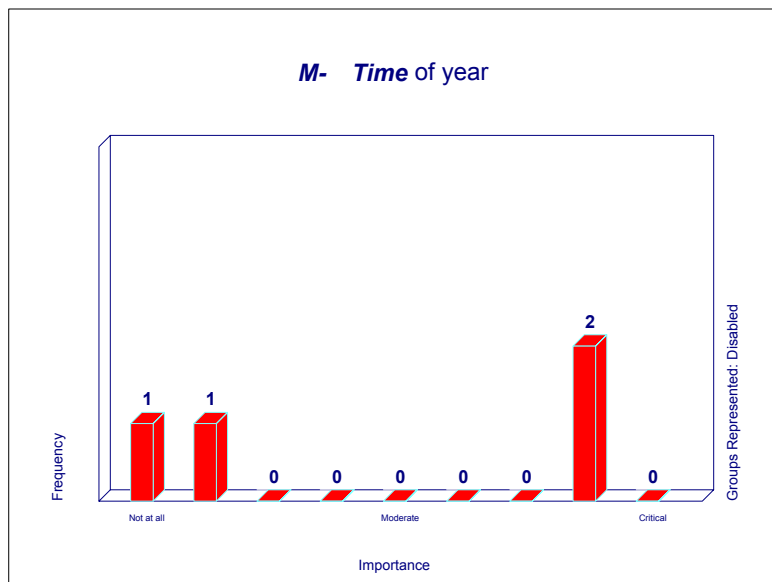


K- Length of trip

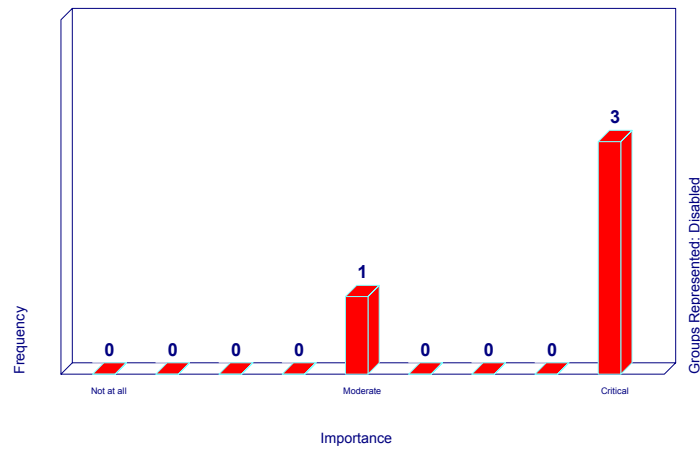


L- Size of the group

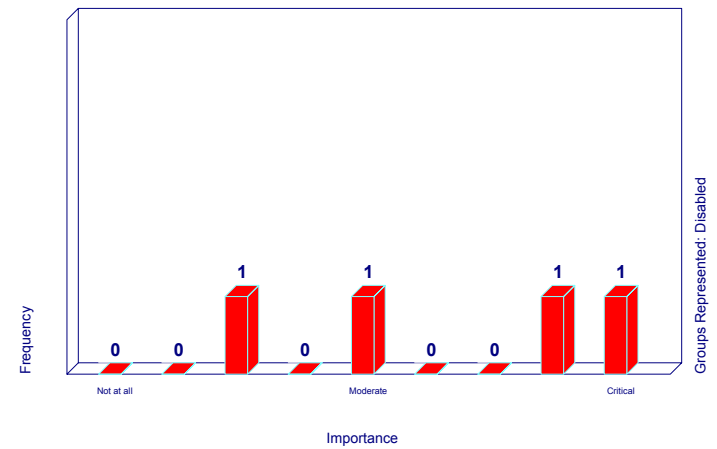




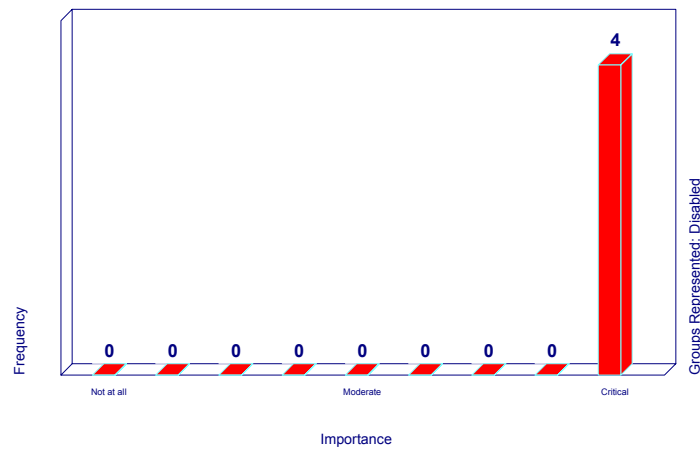
Q- Disability accommodations



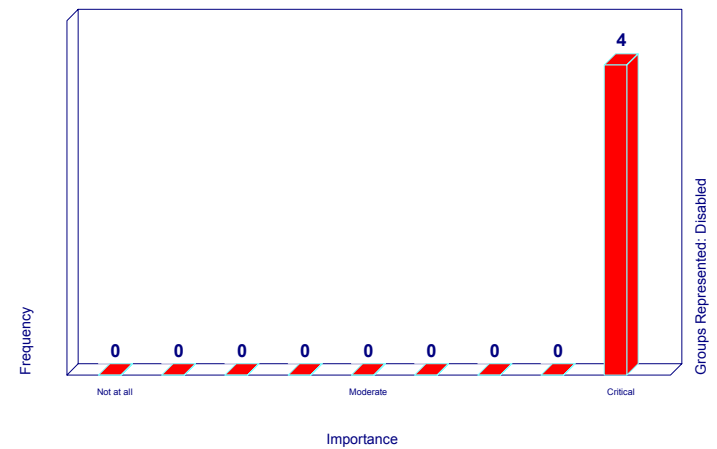
R- Spectrum of opportunities to chose from



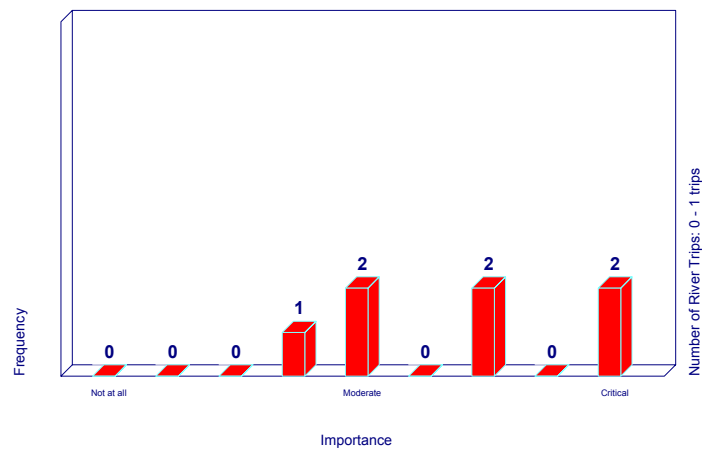
S- Level of safety preparedness



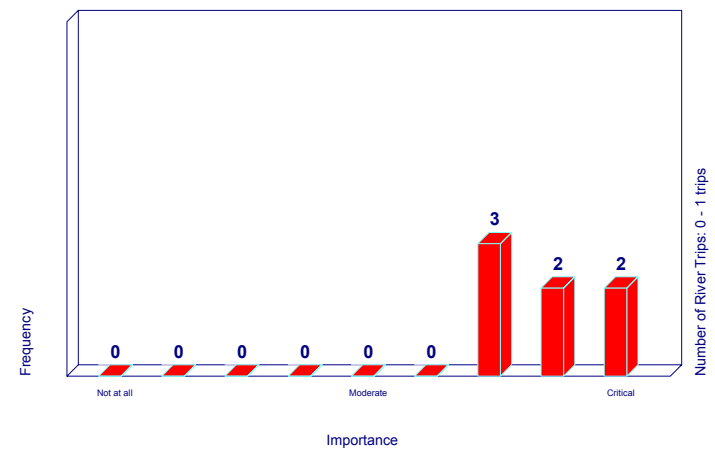
T- Stewardship



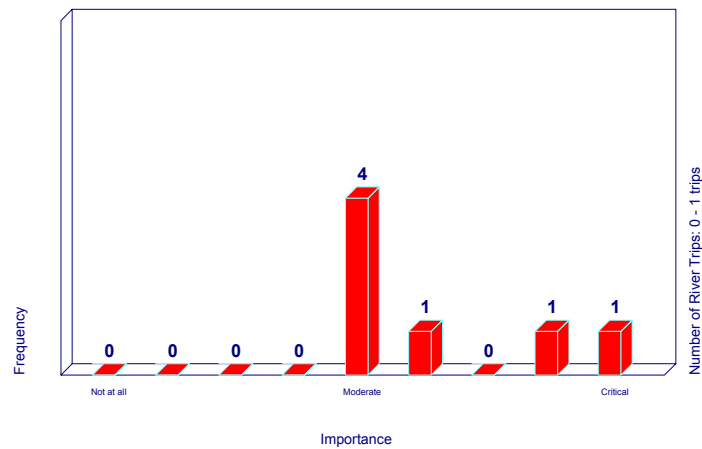
A- Number of *encounters* with other groups



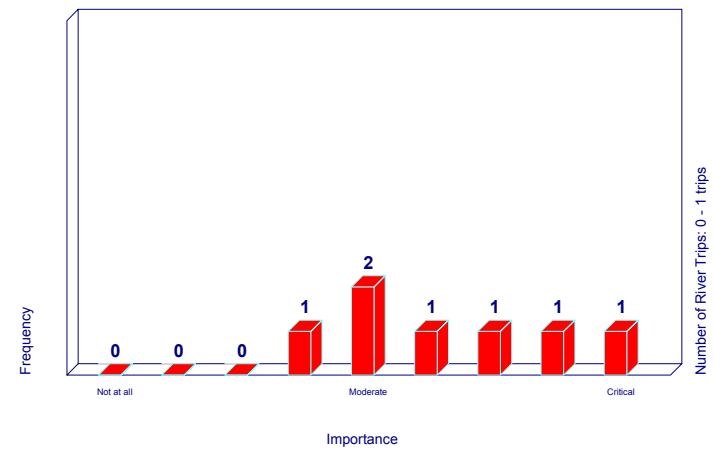
B- Natural *quiet*

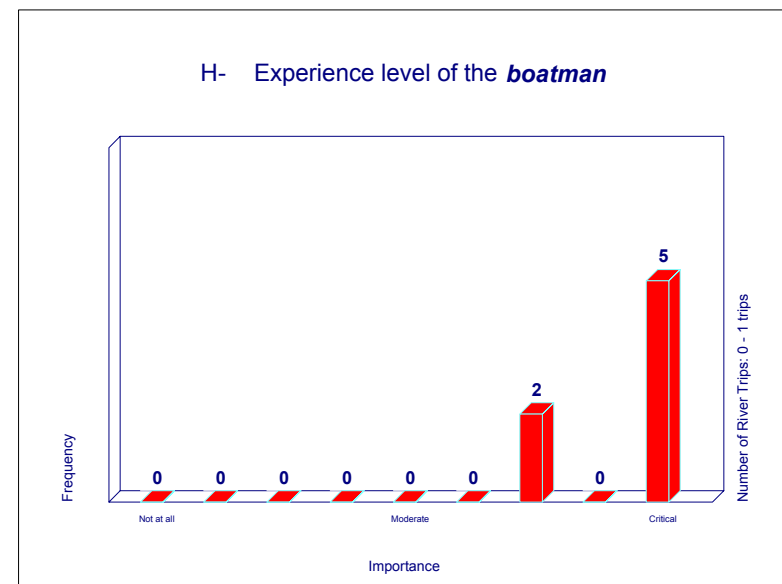
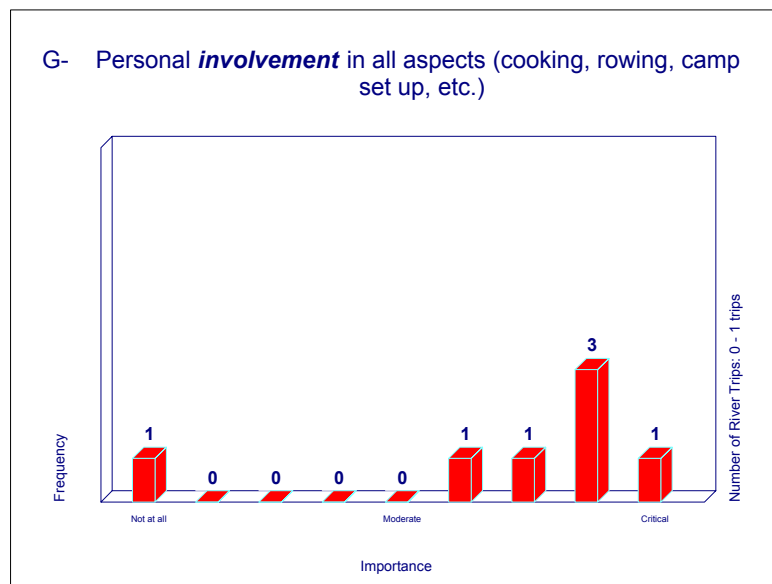
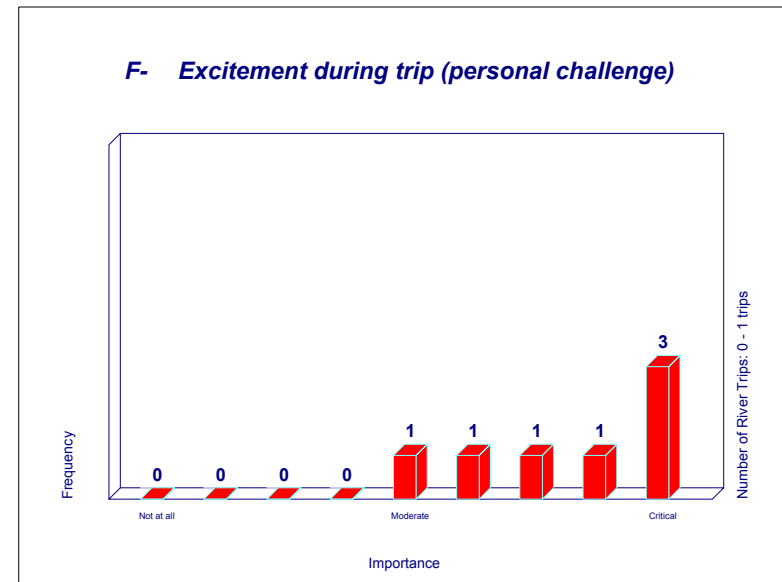
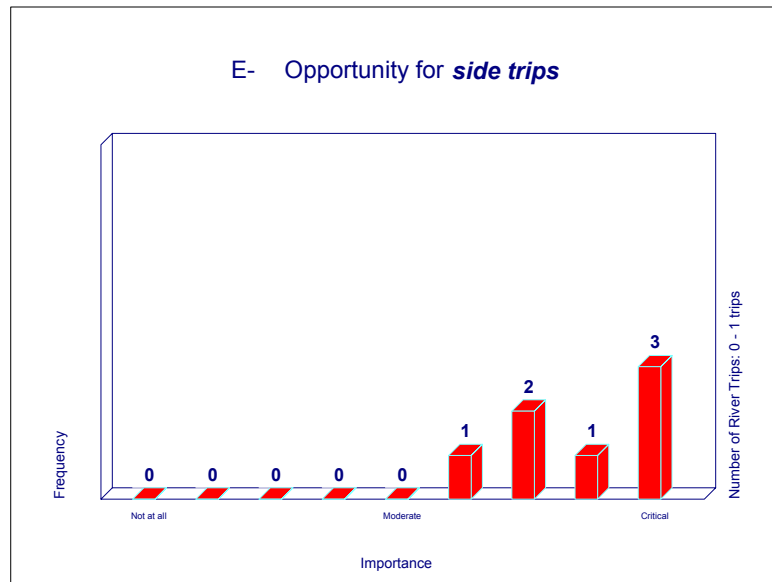


C- Sense of individual *solitude*

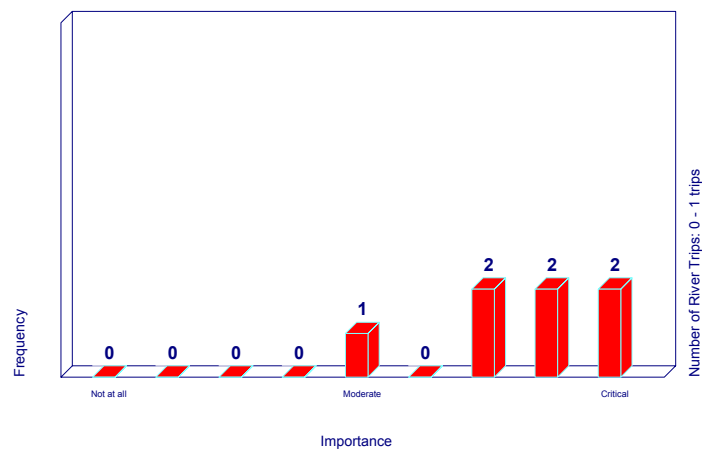


D- Opportunity for *social* interaction & group dynamics (time with friends & family)

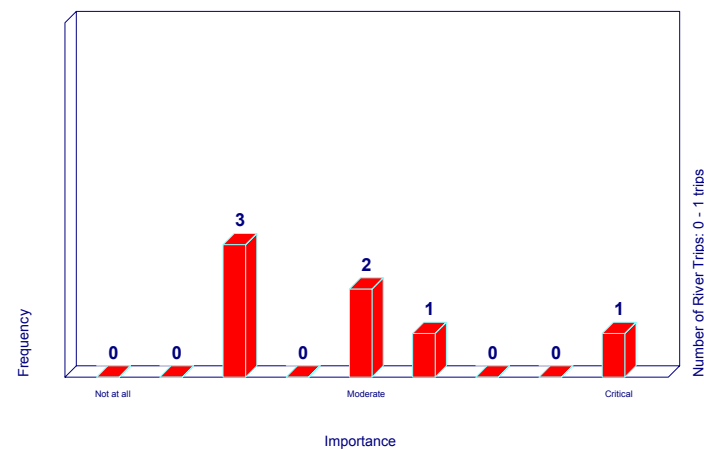




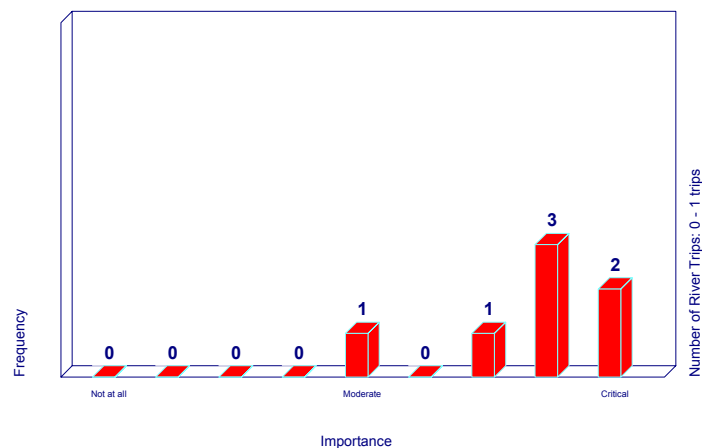
I- Knowledge level of the resource (ecological, geological, cultural, etc.)



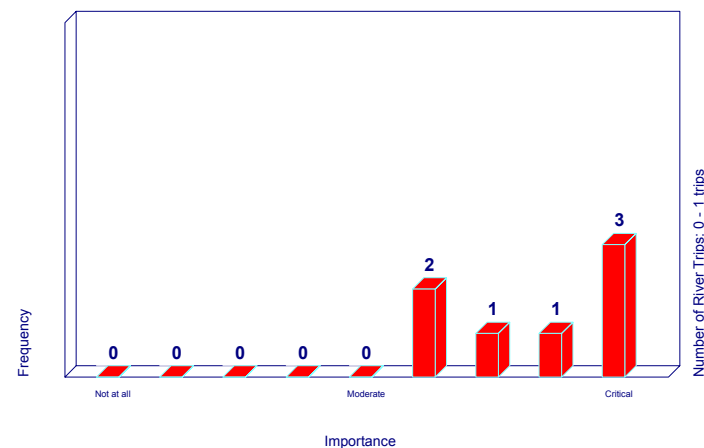
J- Quality of meals and beverages



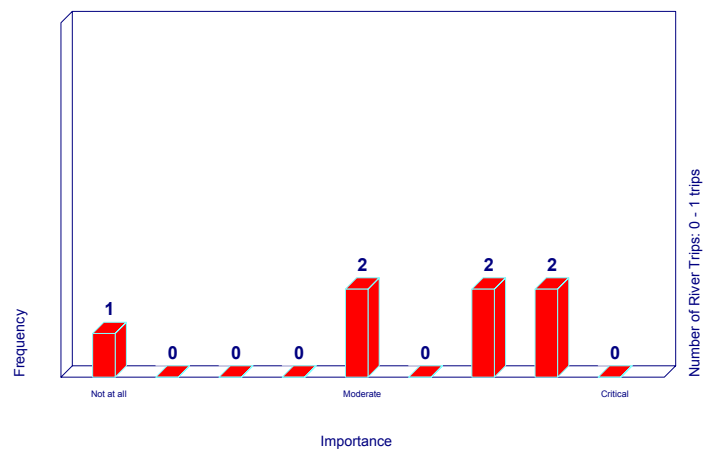
K- Length of trip



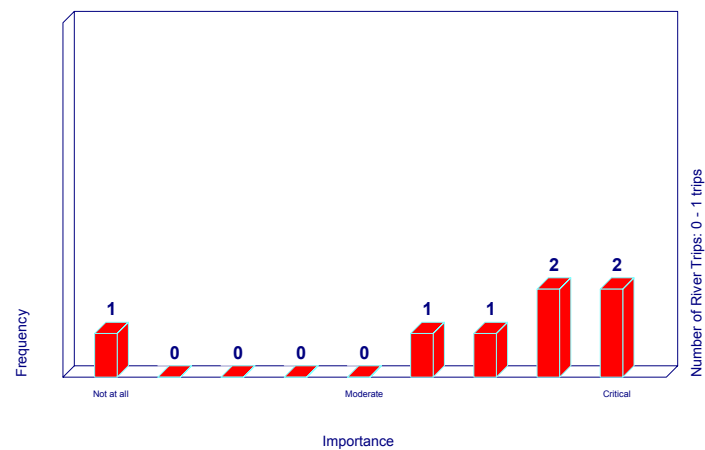
L- Size of the group



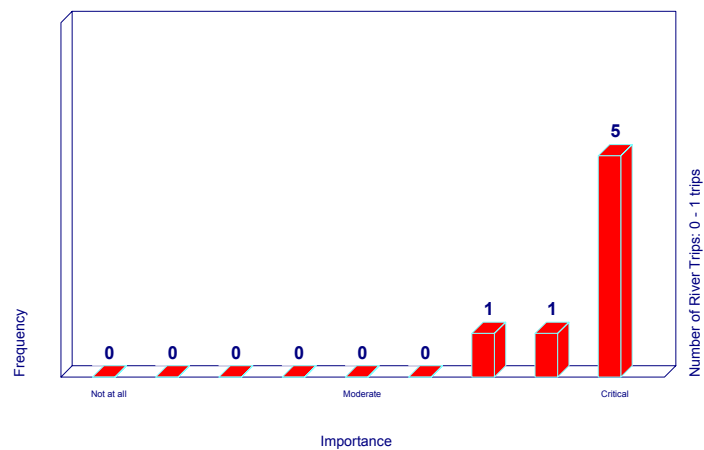
M- Time of year



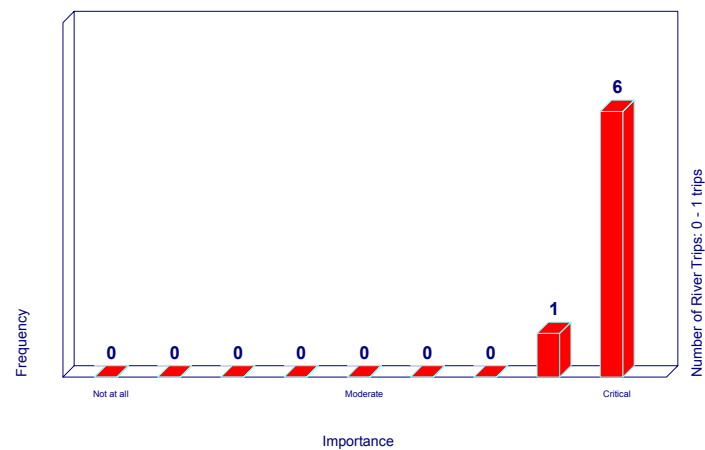
N- Educational Value



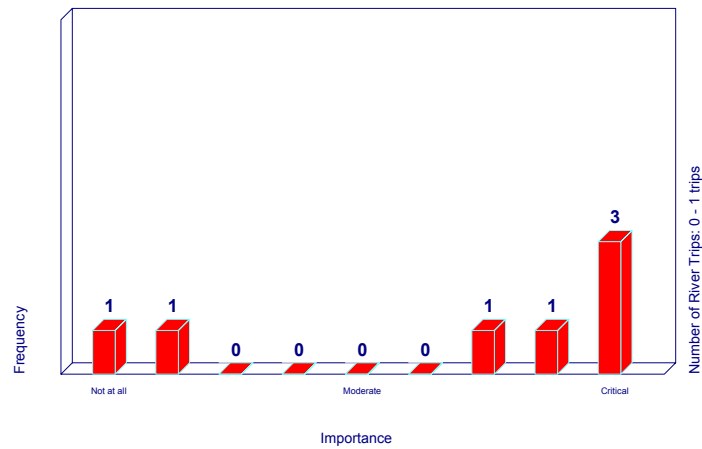
O- Opportunity to experience nature on its own terms



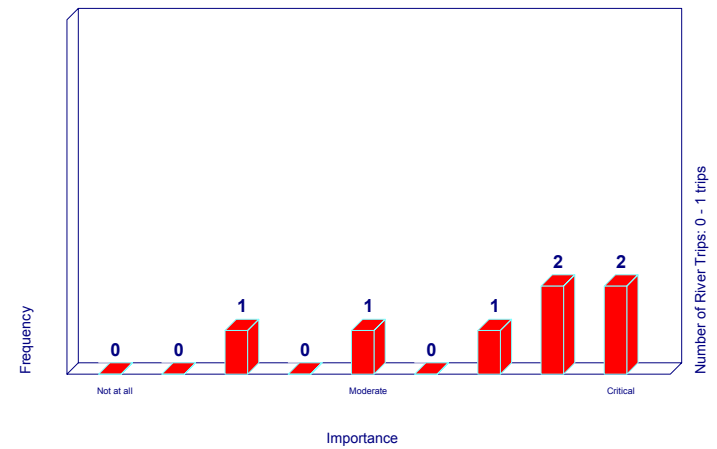
P- Condition of the resource



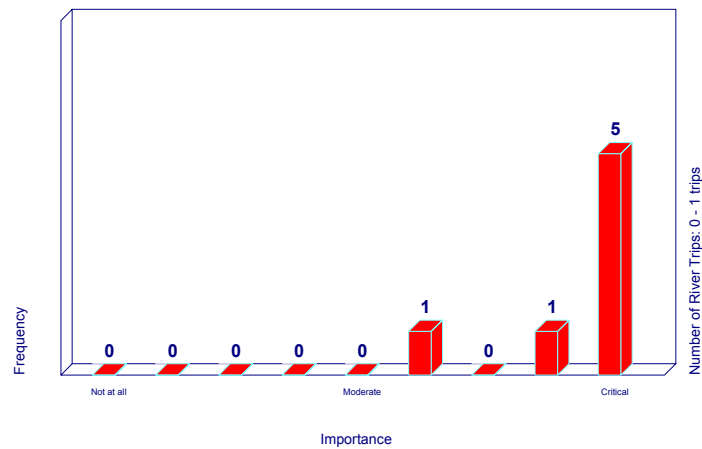
Q- Disability accommodations



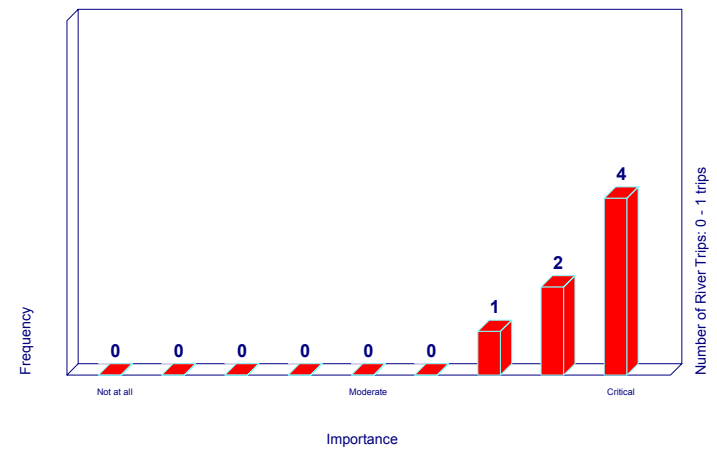
R- Spectrum of opportunities to chose from



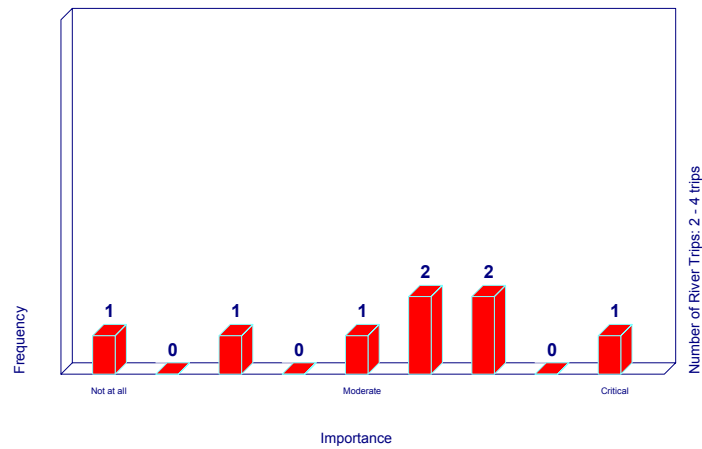
S- Level of safety preparedness



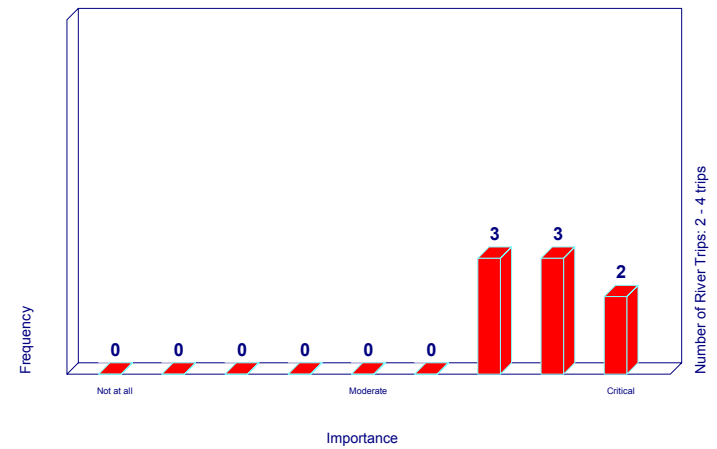
T- Stewardship



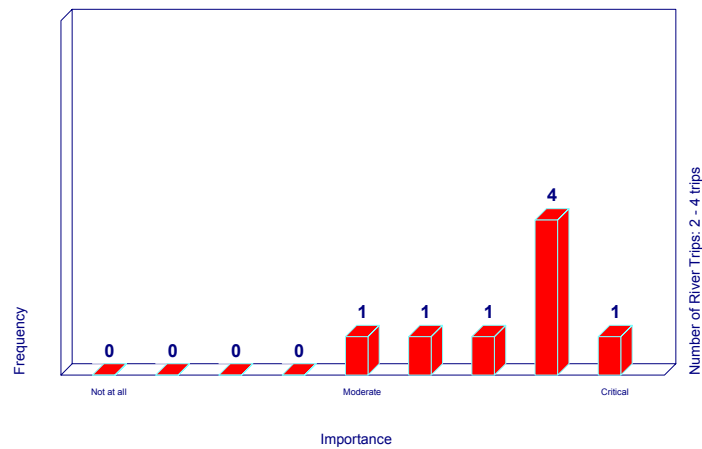
A- Number of *encounters* with other groups



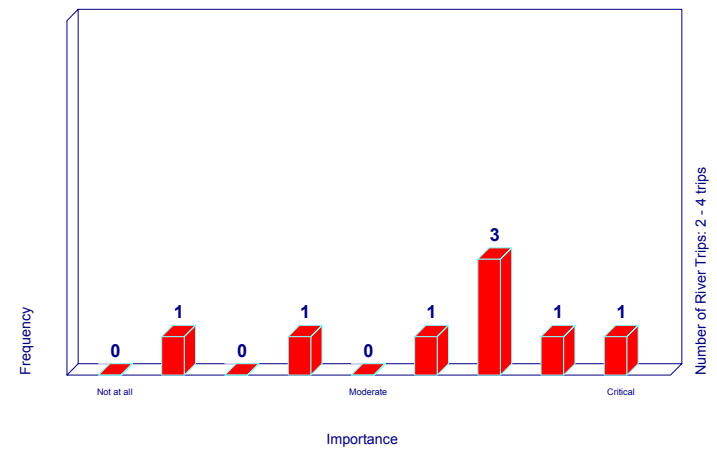
B- Natural *quiet*



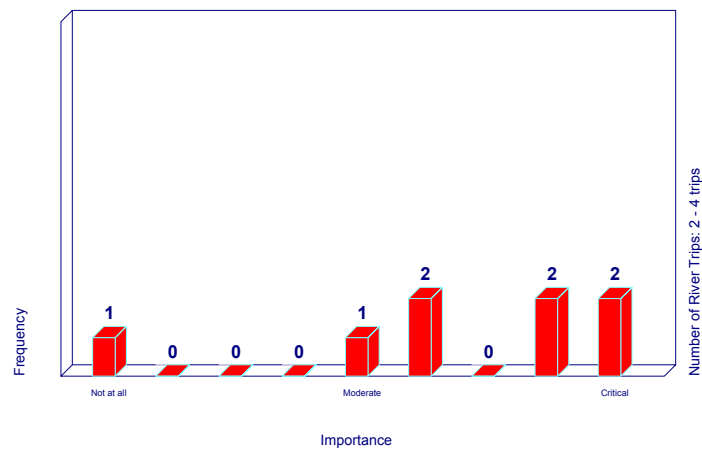
C- Sense of individual *solitude*



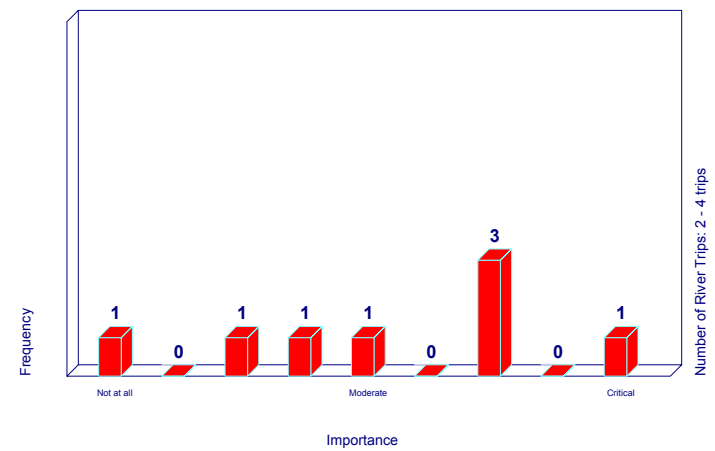
D- Opportunity for *social* interaction & group dynamics (time with friends & family)



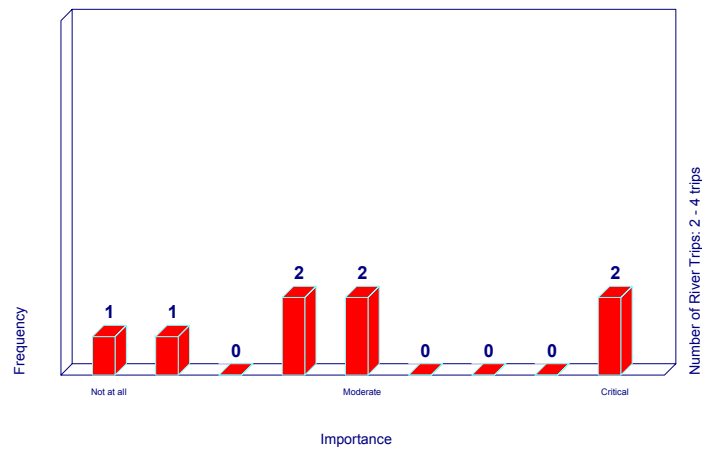
E- Opportunity for *side trips*



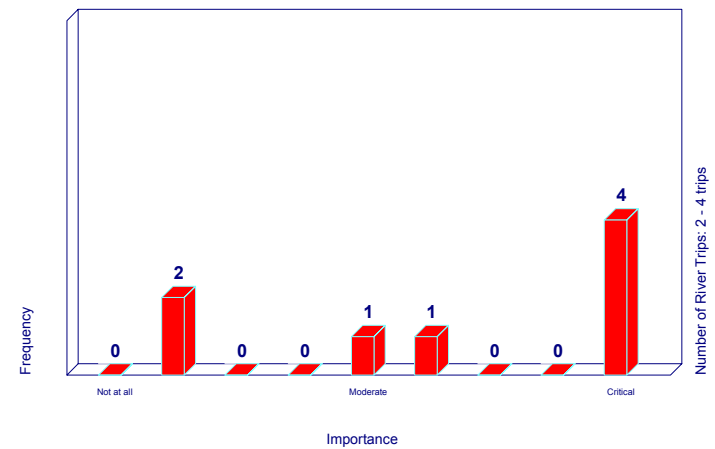
F- Excitement during trip (personal challenge)



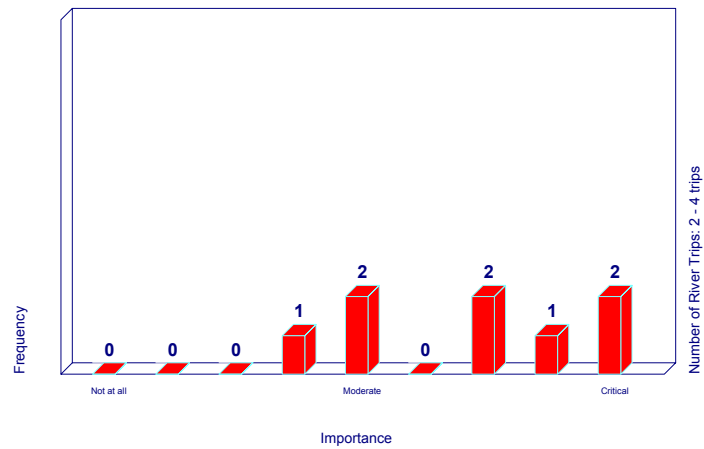
G- Personal *involvement* in all aspects (cooking, rowing, camp set up, etc.)



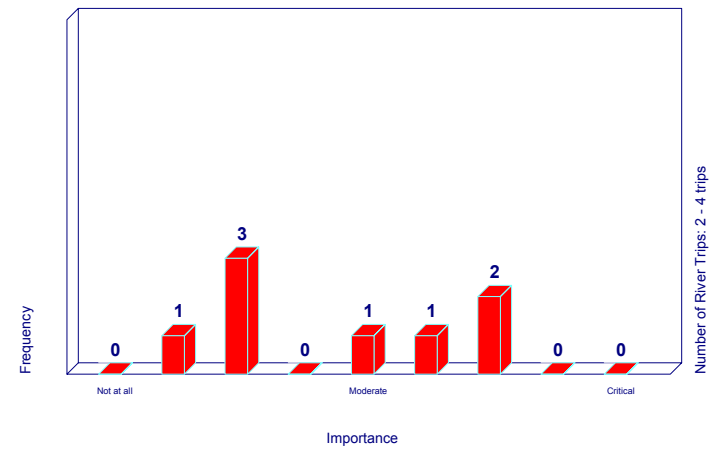
H- Experience level of the *boatman*



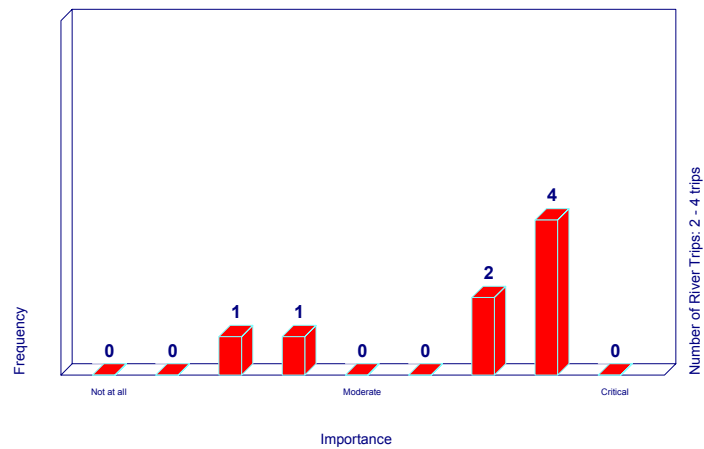
I- Knowledge level of the resource (ecological, geological, cultural, etc.)



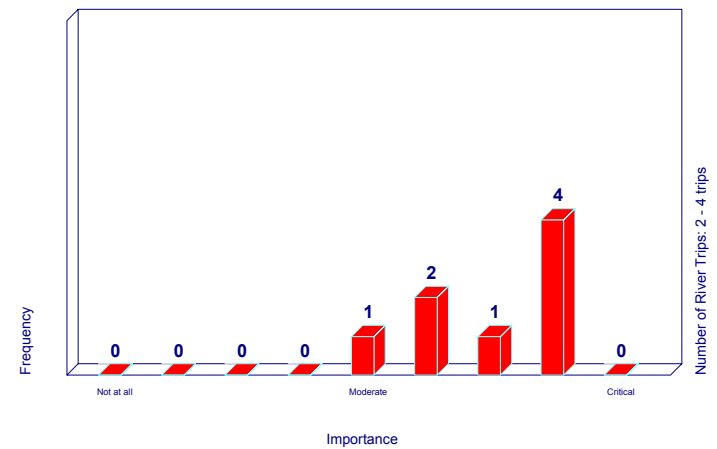
J- Quality of meals and beverages

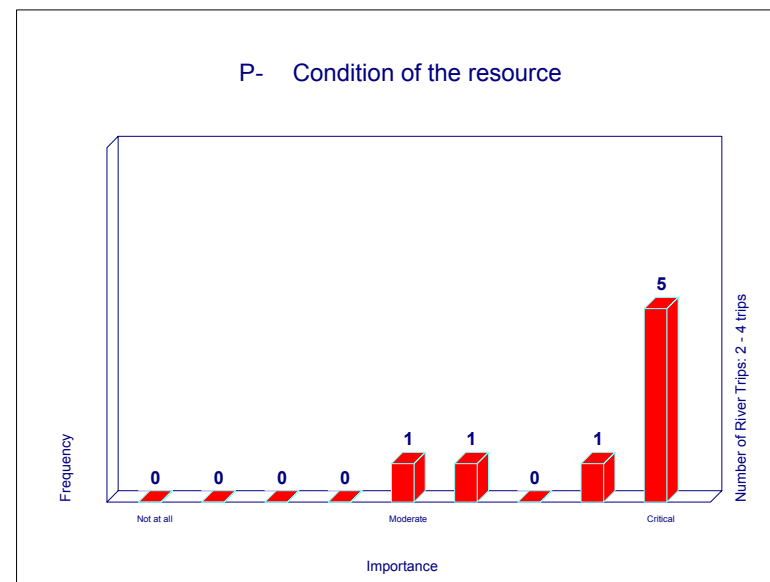
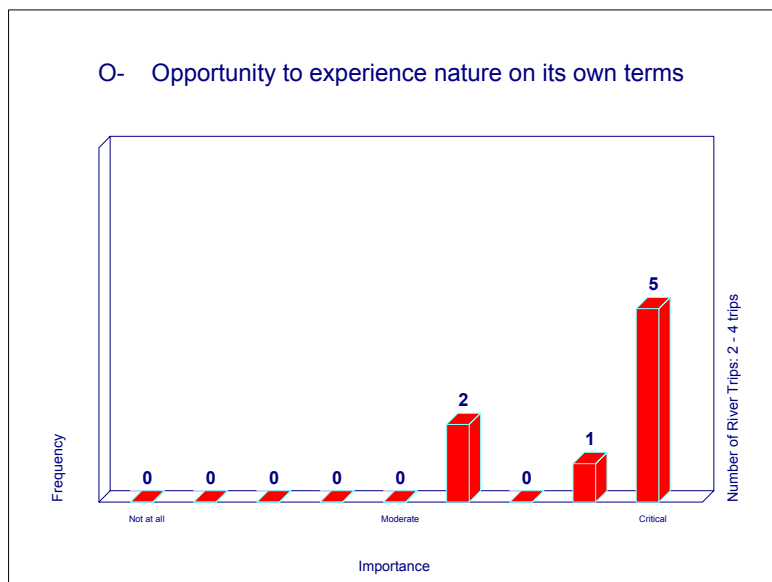
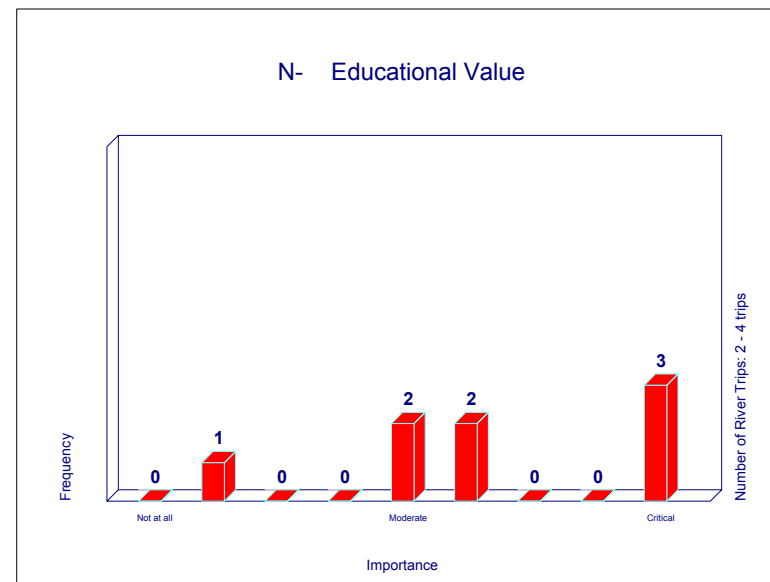
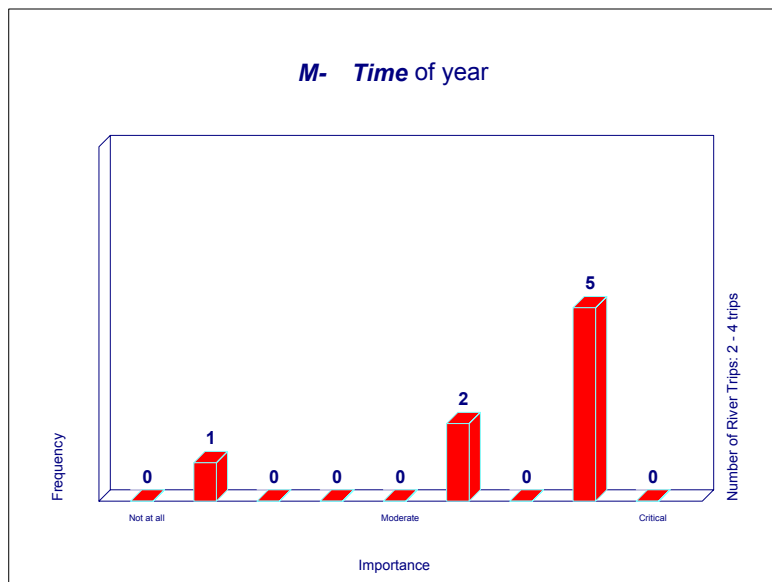


K- Length of trip

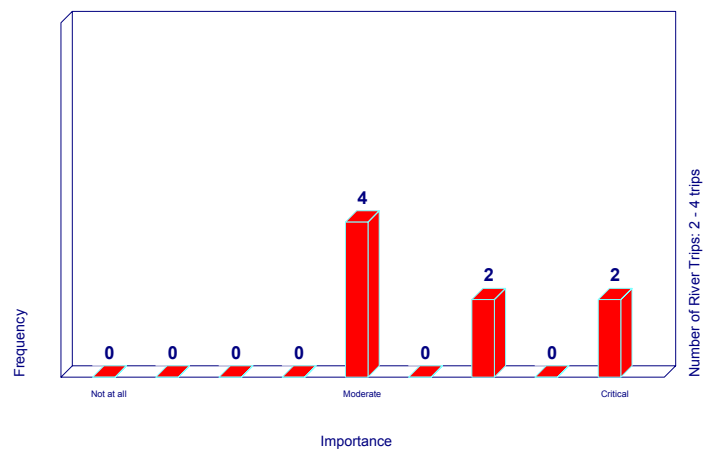


L- Size of the group

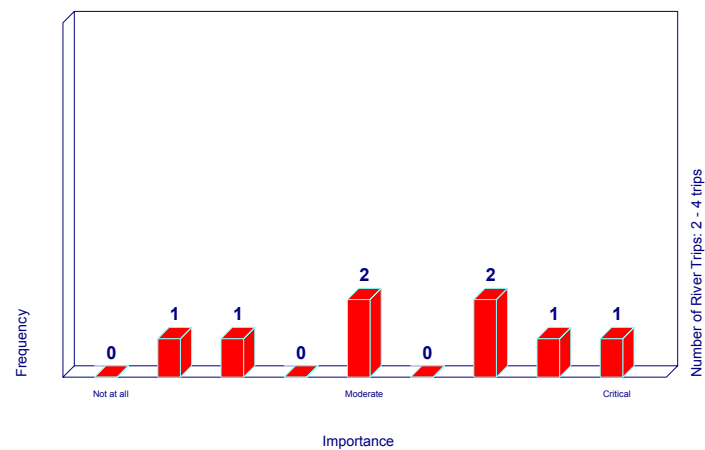




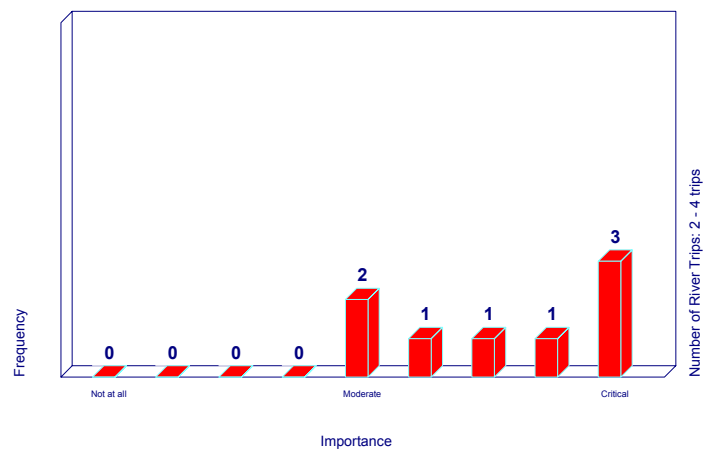
Q- Disability accommodations



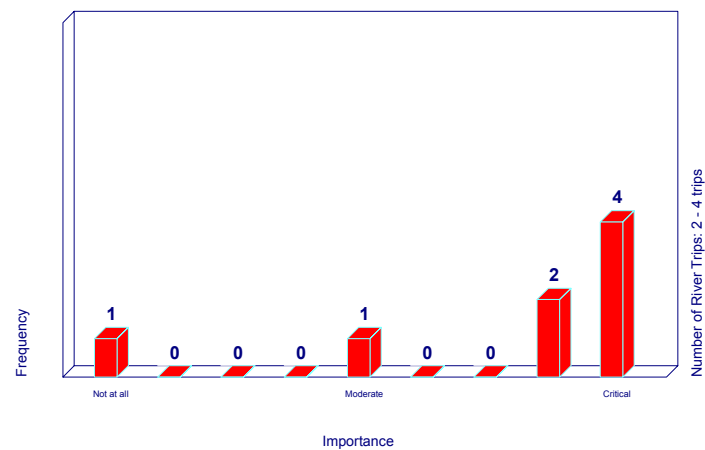
R- Spectrum of opportunities to chose from



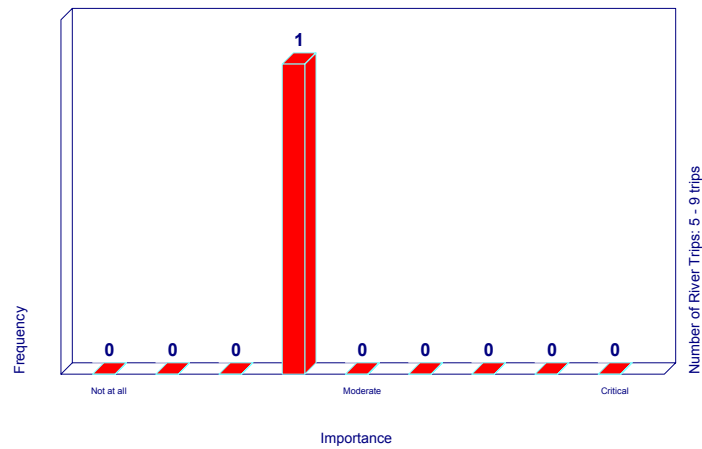
S- Level of safety preparedness



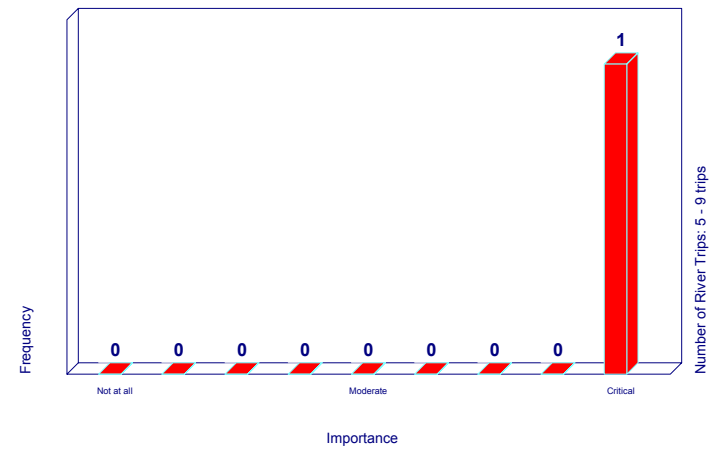
T- Stewardship



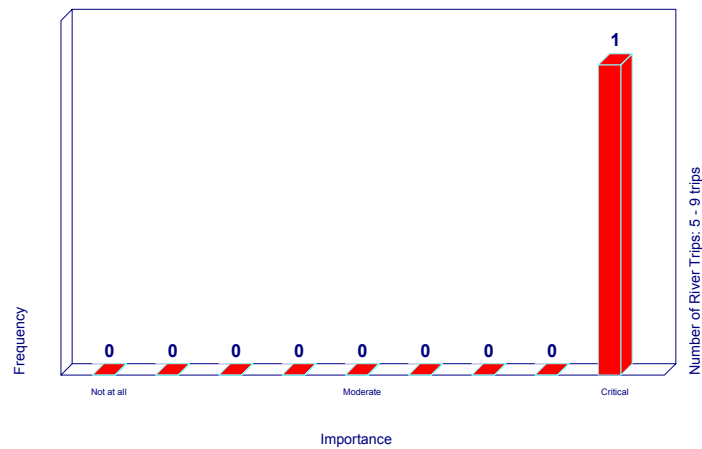
A- Number of *encounters* with other groups



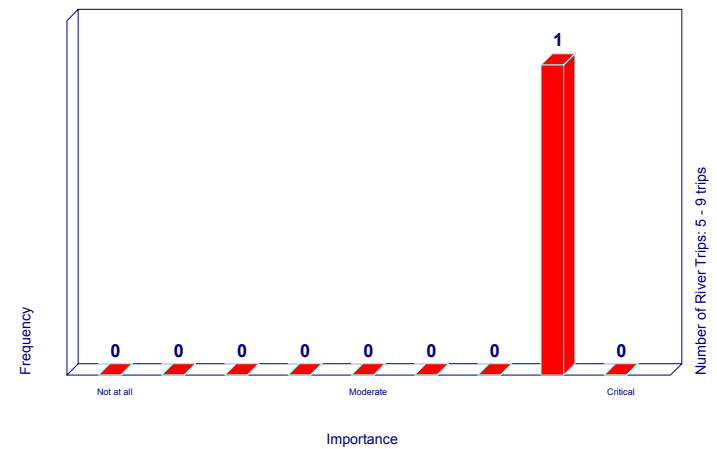
B- Natural *quiet*

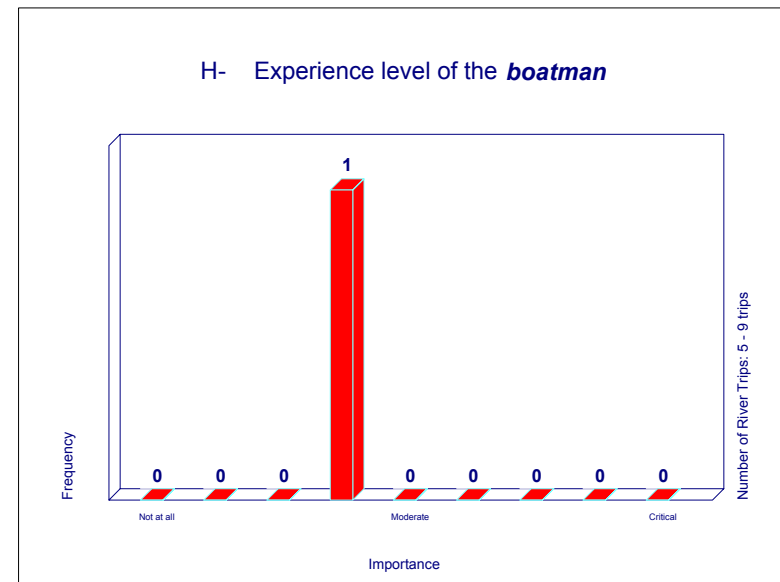
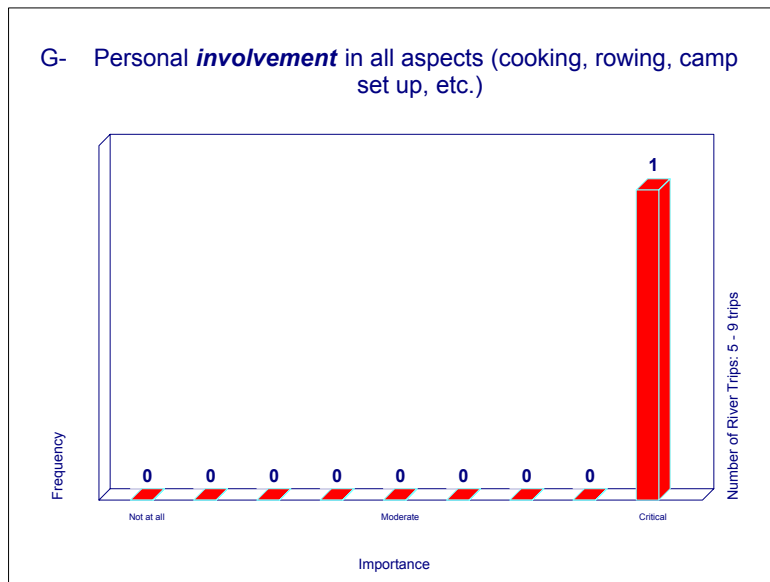
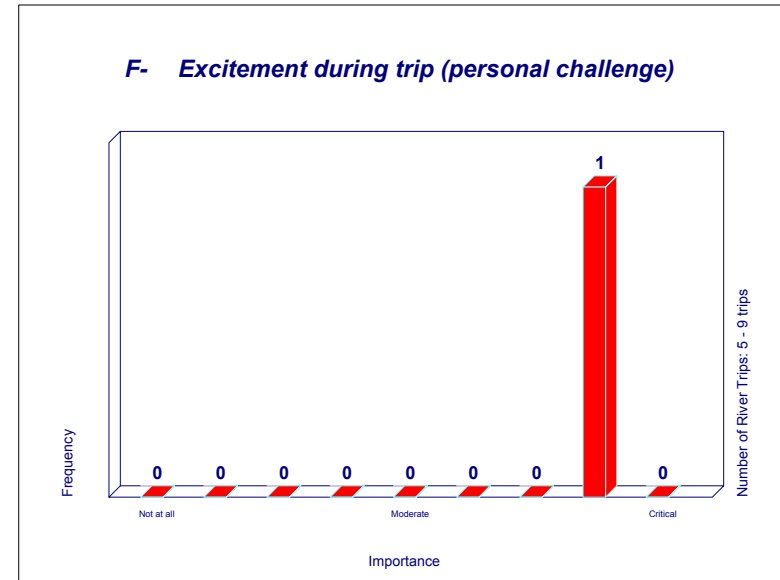
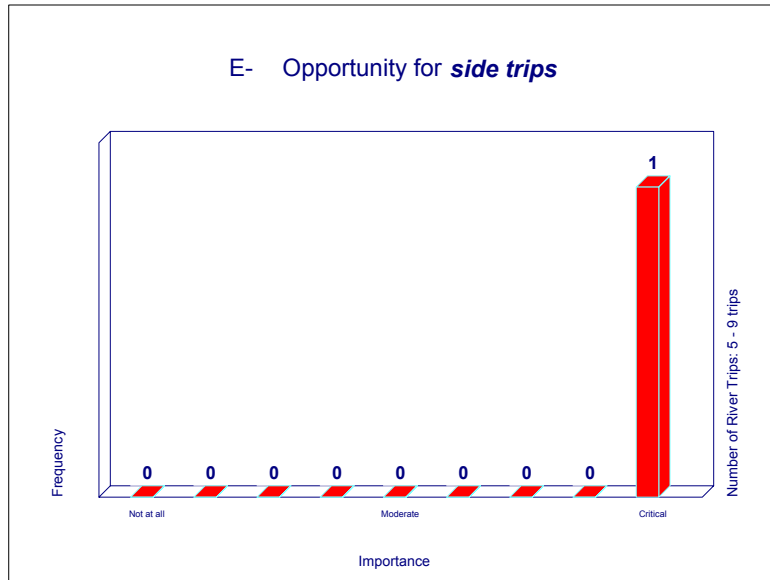


C- Sense of individual *solitude*

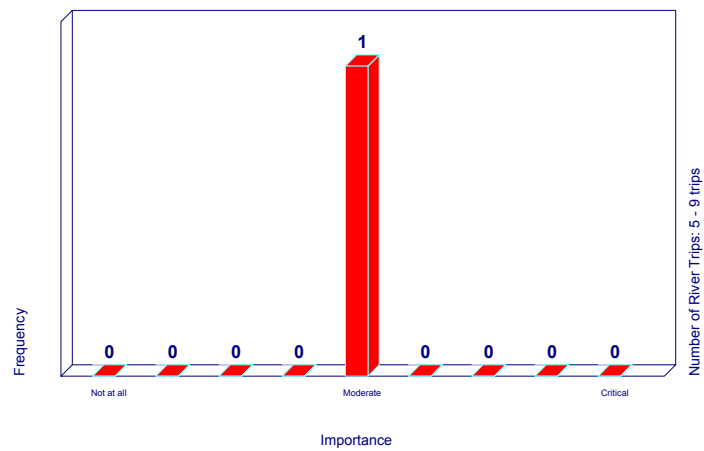


D- Opportunity for *social* interaction & group dynamics (time with friends & family)

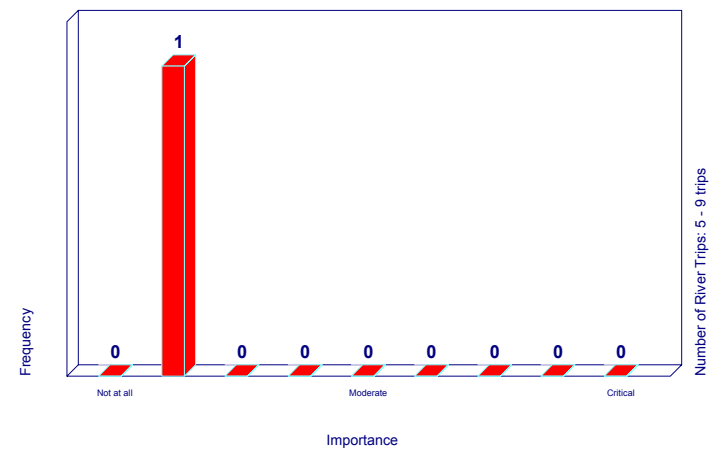




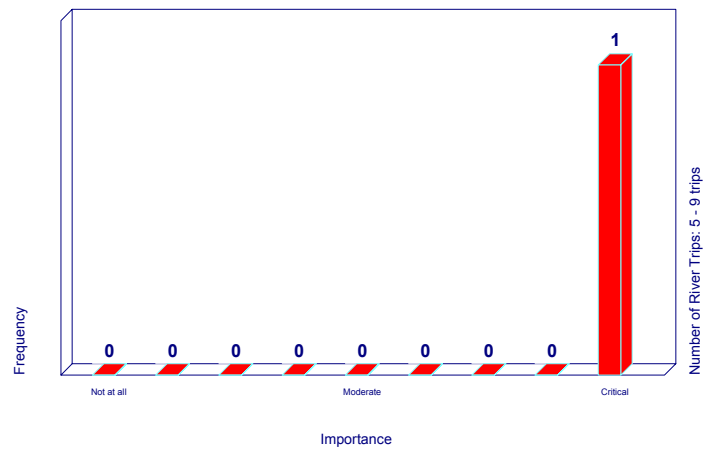
I- Knowledge level of the resource (ecological, geological, cultural, etc.)



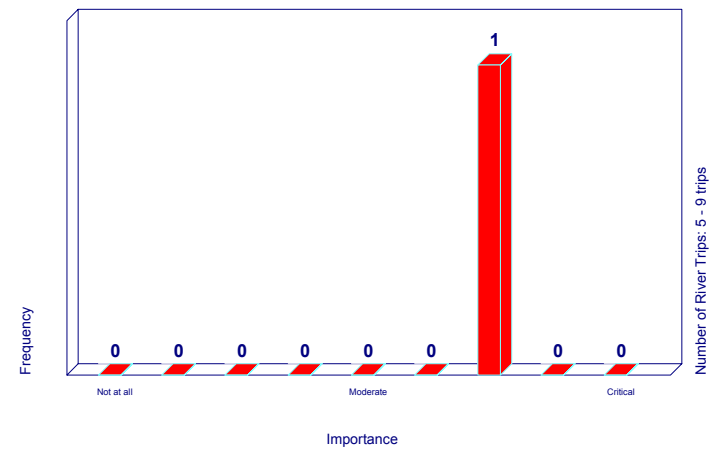
J- Quality of meals and beverages

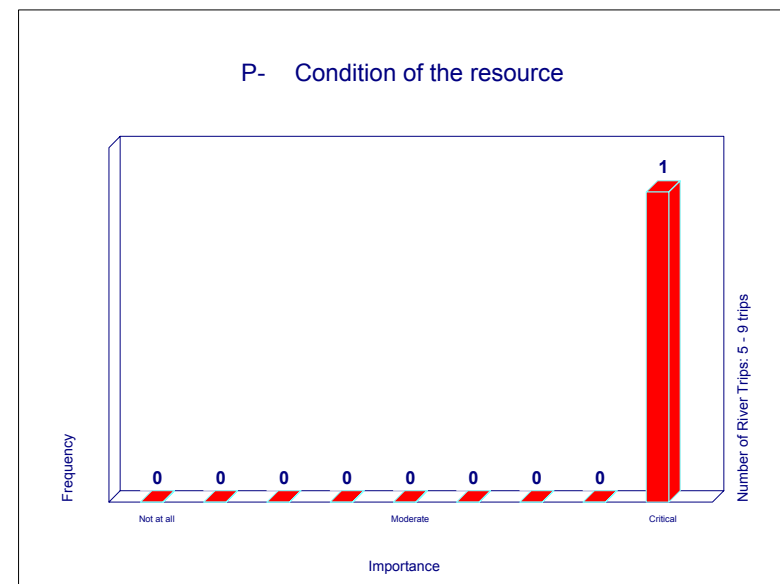
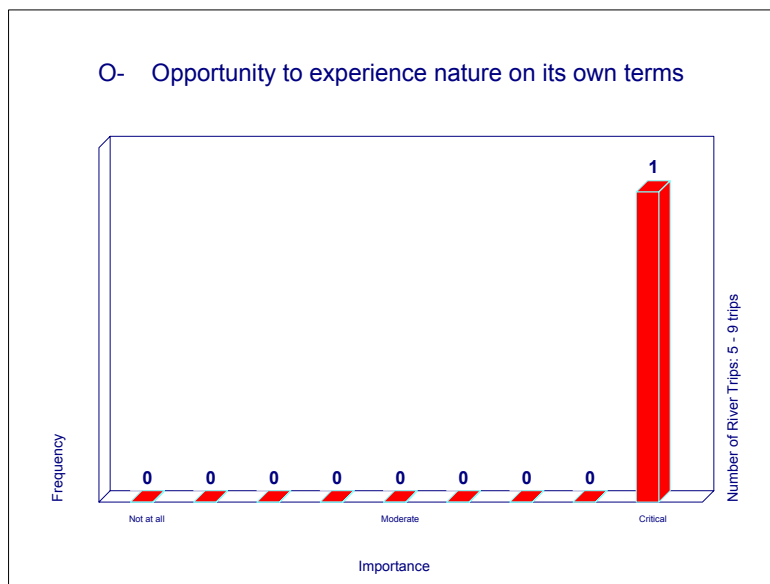
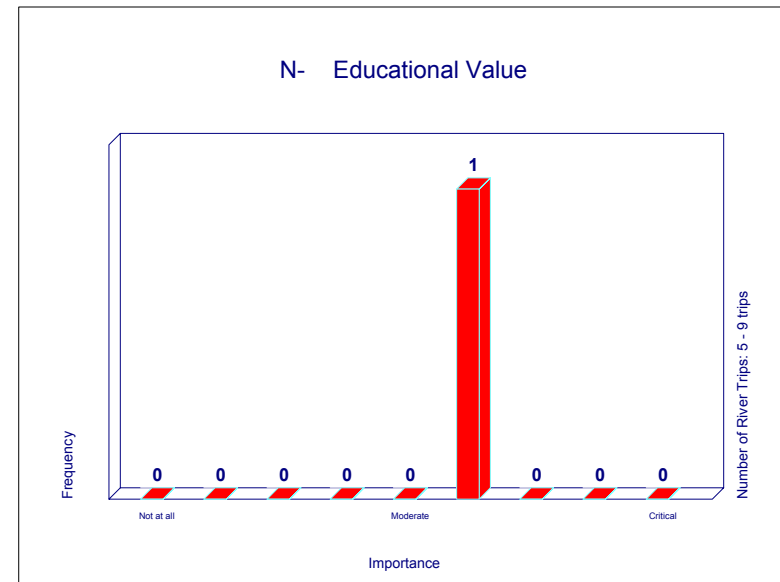
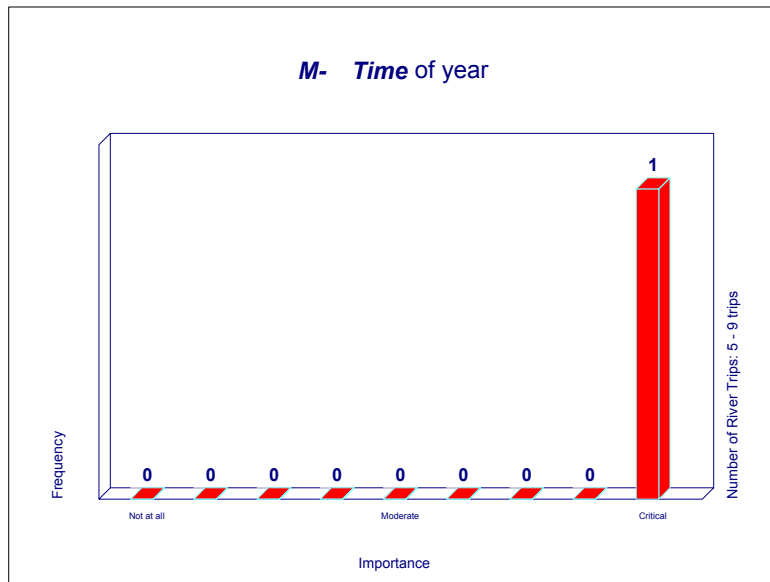


K- Length of trip

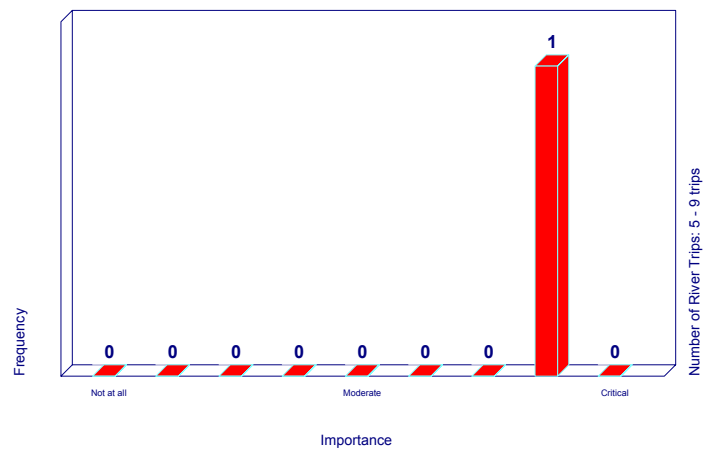


L- Size of the group

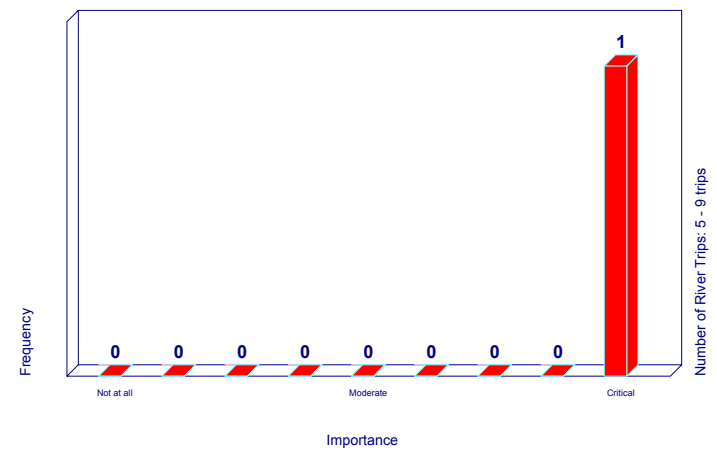




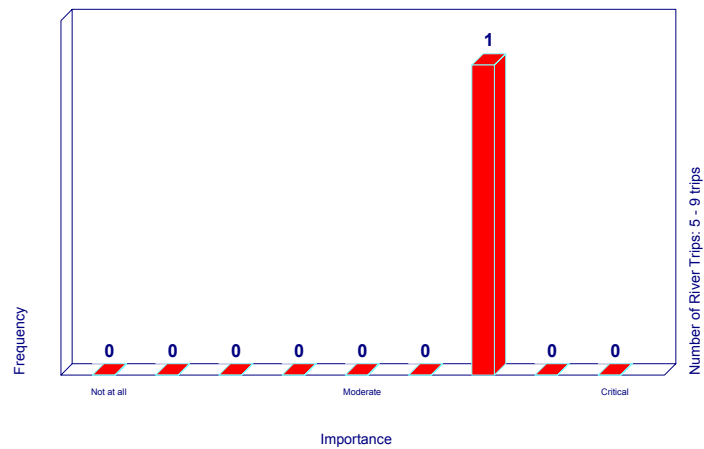
Q- Disability accommodations



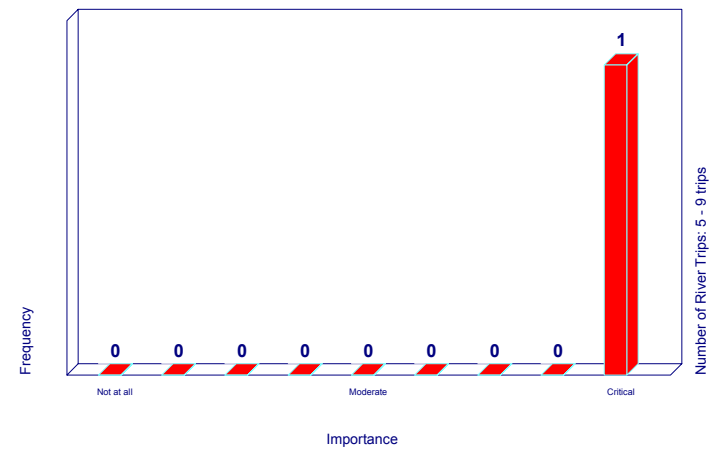
R- Spectrum of opportunities to chose from



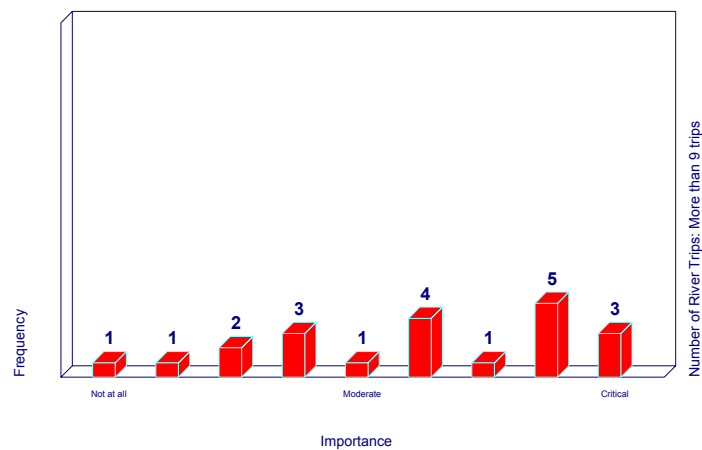
S- Level of safety preparedness



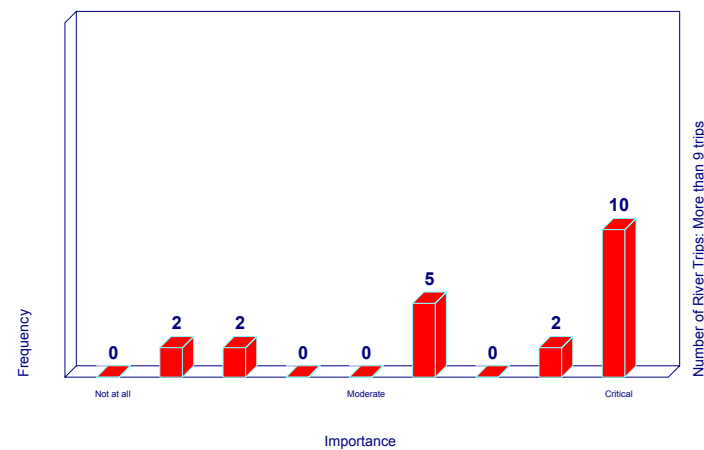
T- Stewardship



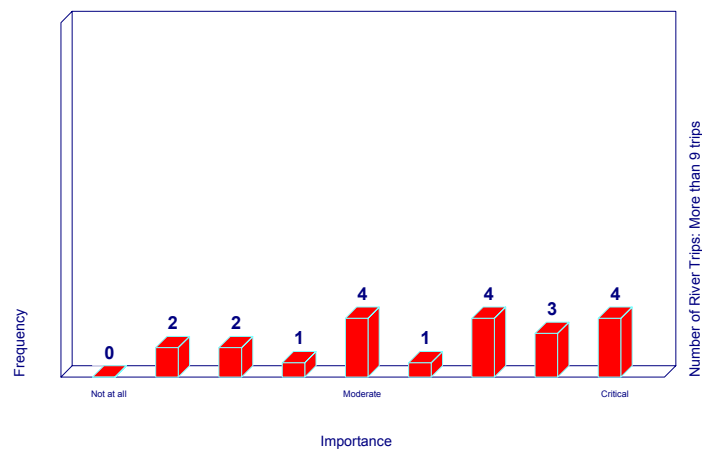
A- Number of *encounters* with other groups



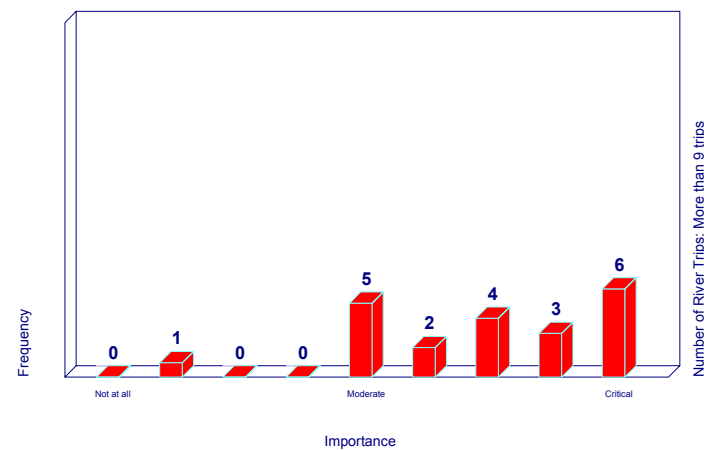
B- Natural *quiet*



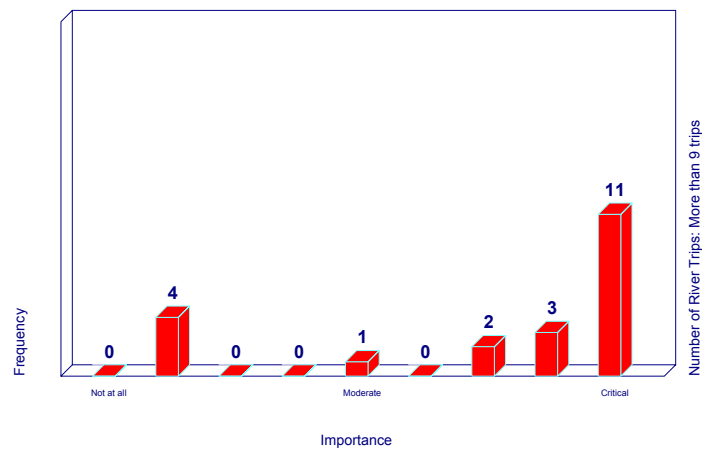
C- Sense of individual *solitude*



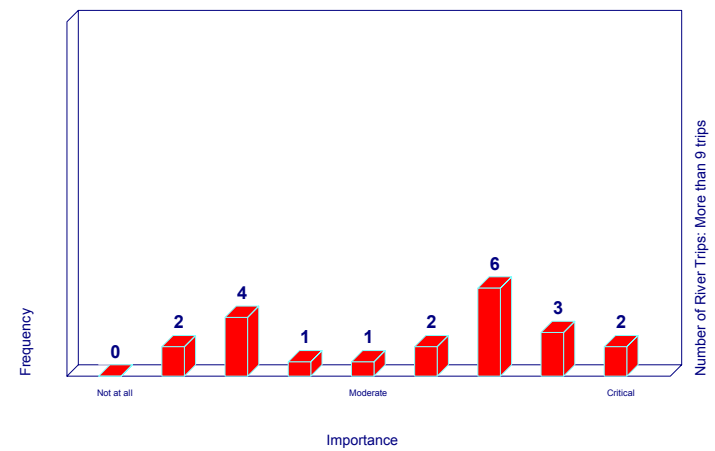
D- Opportunity for *social* interaction & group dynamics (time with friends & family)



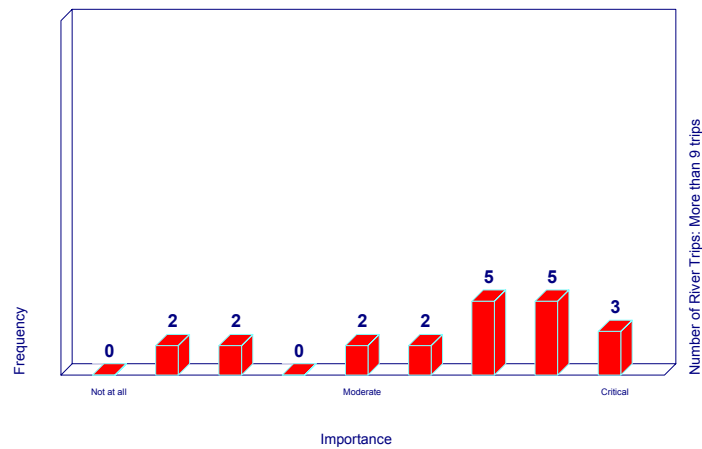
E- Opportunity for *side trips*



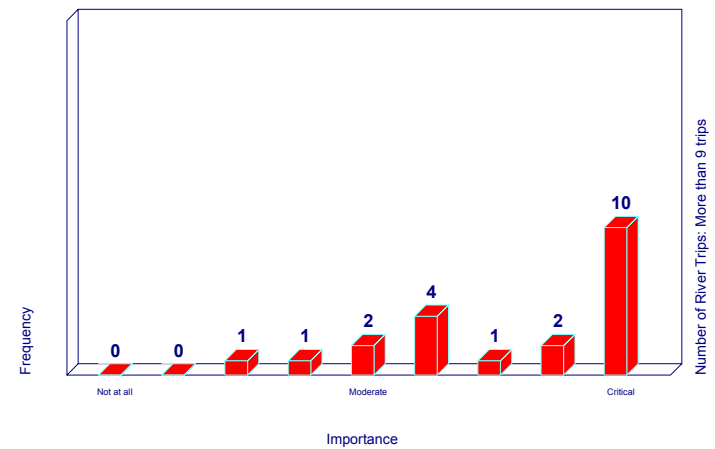
F- Excitement during trip (personal challenge)



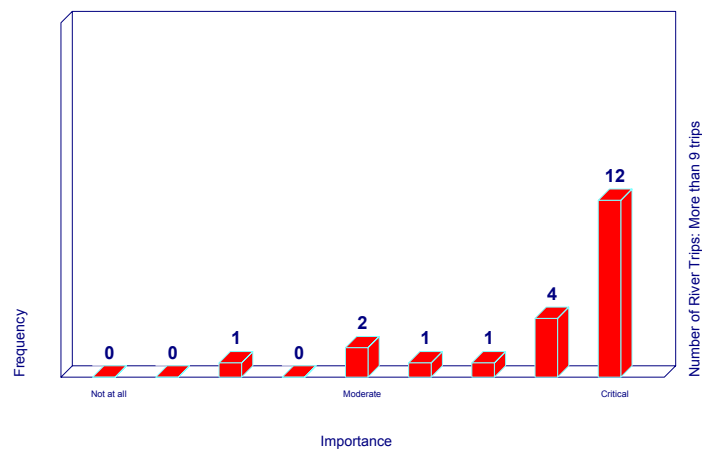
G- Personal *involvement* in all aspects (cooking, rowing, camp set up, etc.)



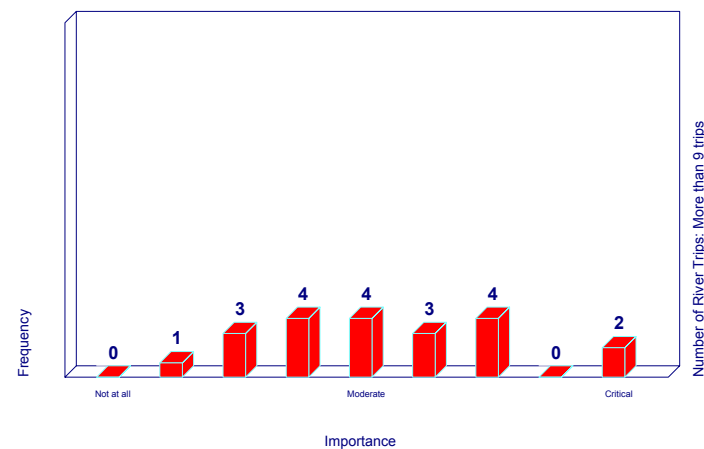
H- Experience level of the *boatman*



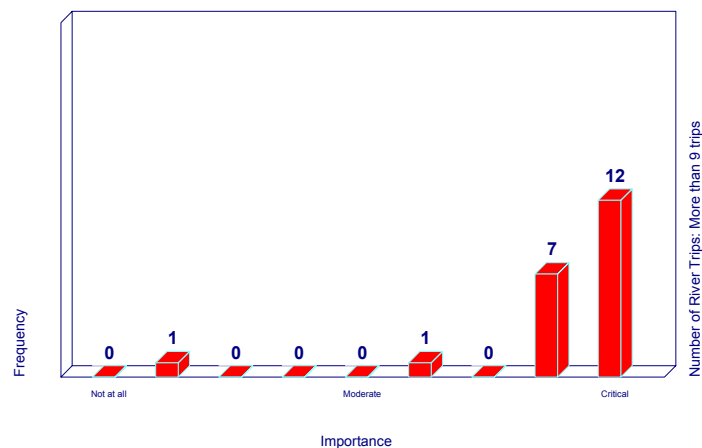
I- Knowledge level of the resource (ecological, geological, cultural, etc.)



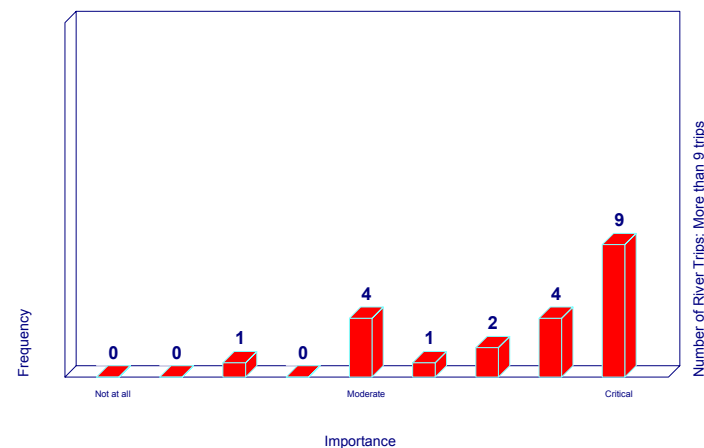
J- Quality of meals and beverages

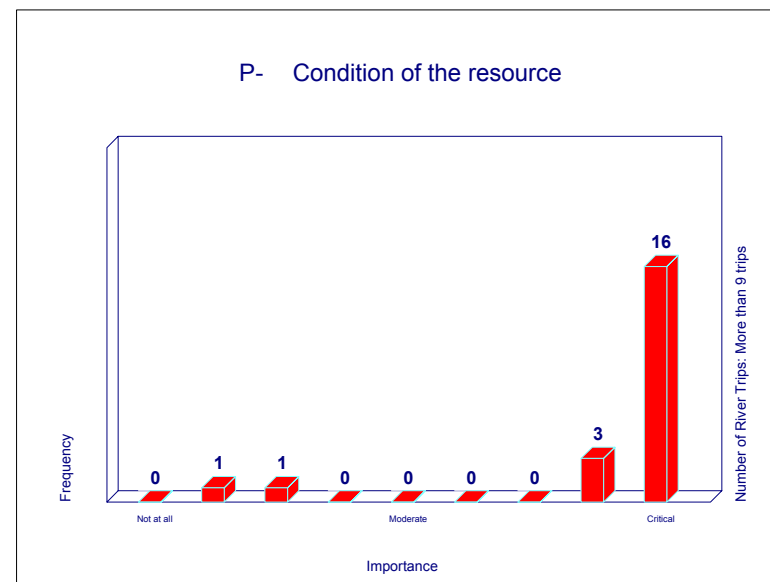
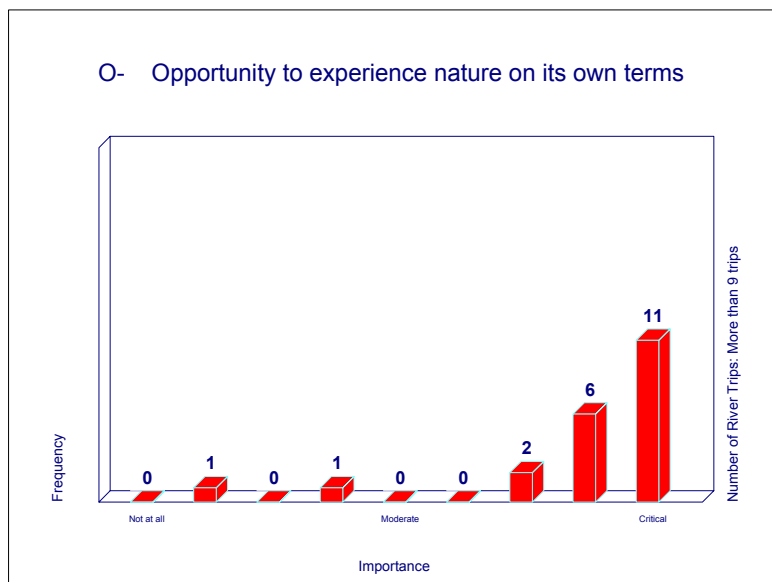
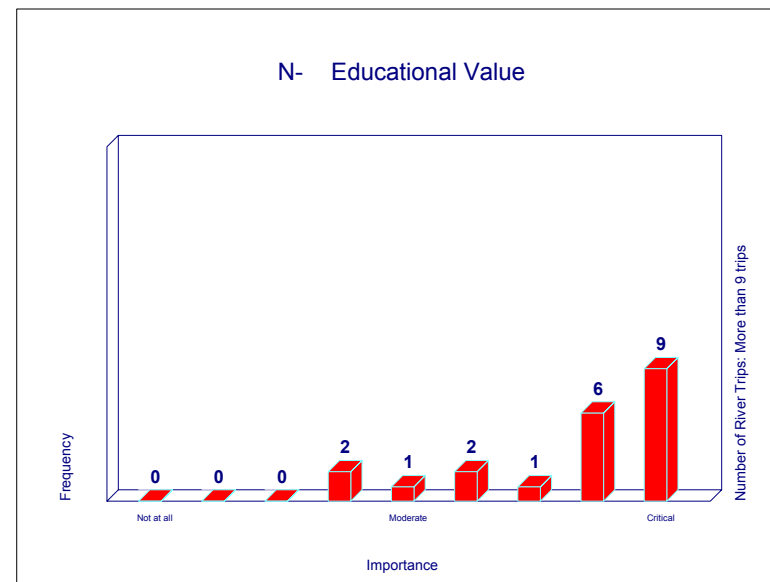
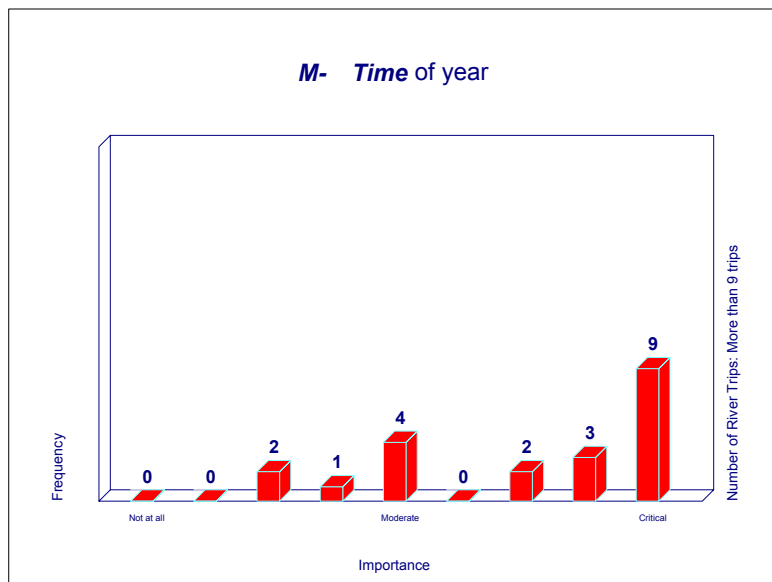


K- Length of trip

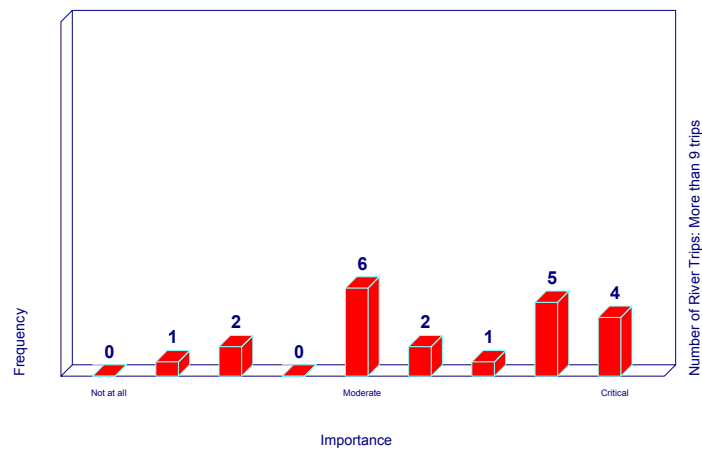


L- Size of the group

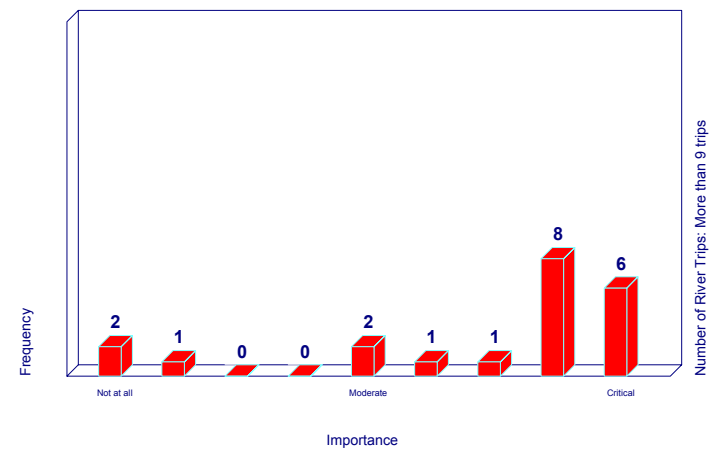




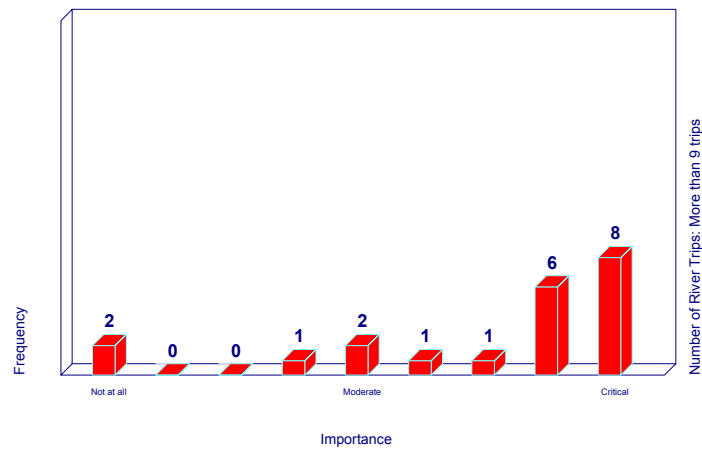
Q- Disability accommodations



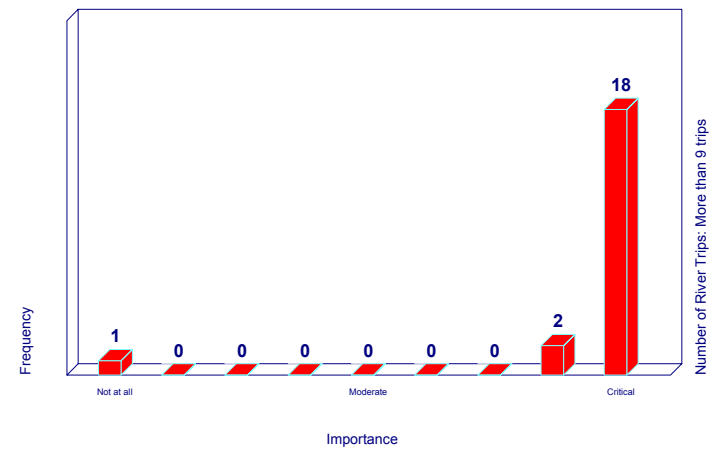
R- Spectrum of opportunities to chose from



S- Level of safety preparedness



T- Stewardship



Appendix D

Importance vs. Satisfaction of Private Permit System Attributes Profiles by Demographic Group

January 30, 2003

Attributes Contributing to a Fair Private Permit System

Workshop participants prioritized the importance and rated their satisfaction with the following private permit system attributes:

- A. *Simplicity***
 - Easy to understand
 - Easy to get questions answered
 - Easy for Park to administer
- B. *Length of wait***
 - Minimize time from application to taking trip
- C. *Conditions to support the process***
 - Trip participant rule (if on the list and participate in two other trips, your name is dropped)
 - Meet boatman qualifications
 - Minimum age requirements
 - Trip leader experience
 - Group size
- D. *Predictability***
 - Adequate planning time before launch
 - Ability to schedule a trip with specific timeframe
- E. *Flexibility***
 - Ease of transferability (e.g. alternate trip leader)
 - Opportunity to defer or reschedule trip
 - Ability to exchange launch date with another private permit holder
- F. *Frequency***
 - Repeat Use
 - Maximum number of trips per user/ unit of time
 - Maximum number of trips per trip leader/ unit of time
- G. *Effort by applicant***
 - Easy to apply
 - Easy to stay eligible (paperwork, etc.)
- H. *Cost***
 - Initial application fee
 - Administrative costs
 - River use fees
- I. *Sense of Equity***
 - No consensus on definition (participants added this attribute and used their personal definition)

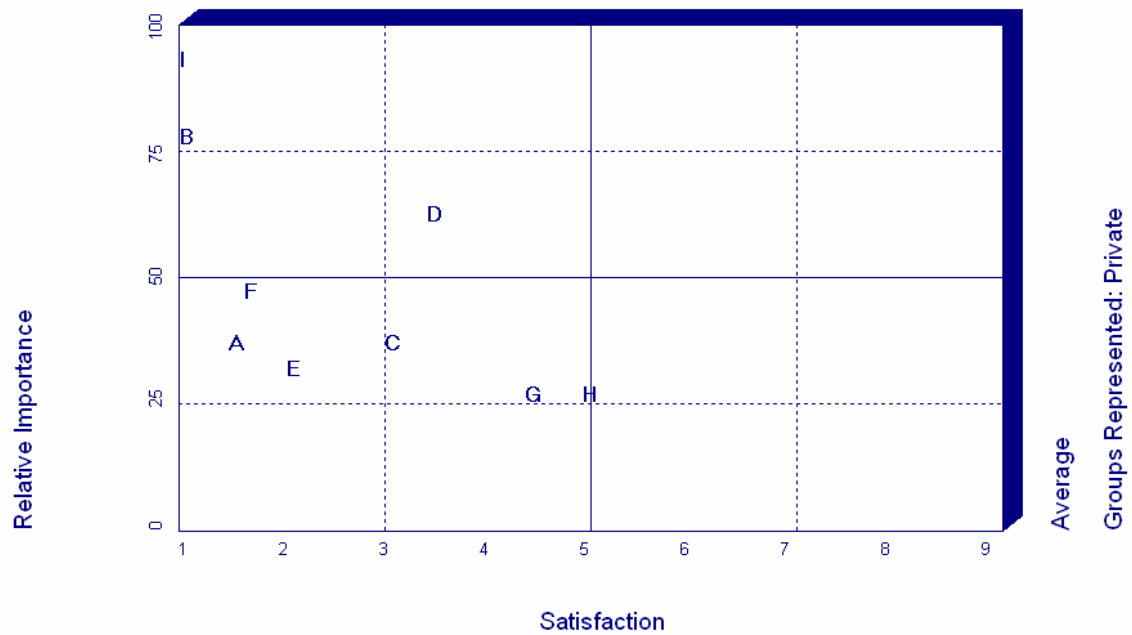
Each participant ranked the relative importance of the attributes using a paired-comparison technique. The participants were presented with two of the nine attributes at a time. Using interactive group decision technology, each participant individually and simultaneously selected

which of the two attributes was more important. After every possible pair of attributes was presented, the relative priority for each demographic group was calculated. The participants also ranked their level of satisfaction with the current permit system for each attribute based on the following scale:

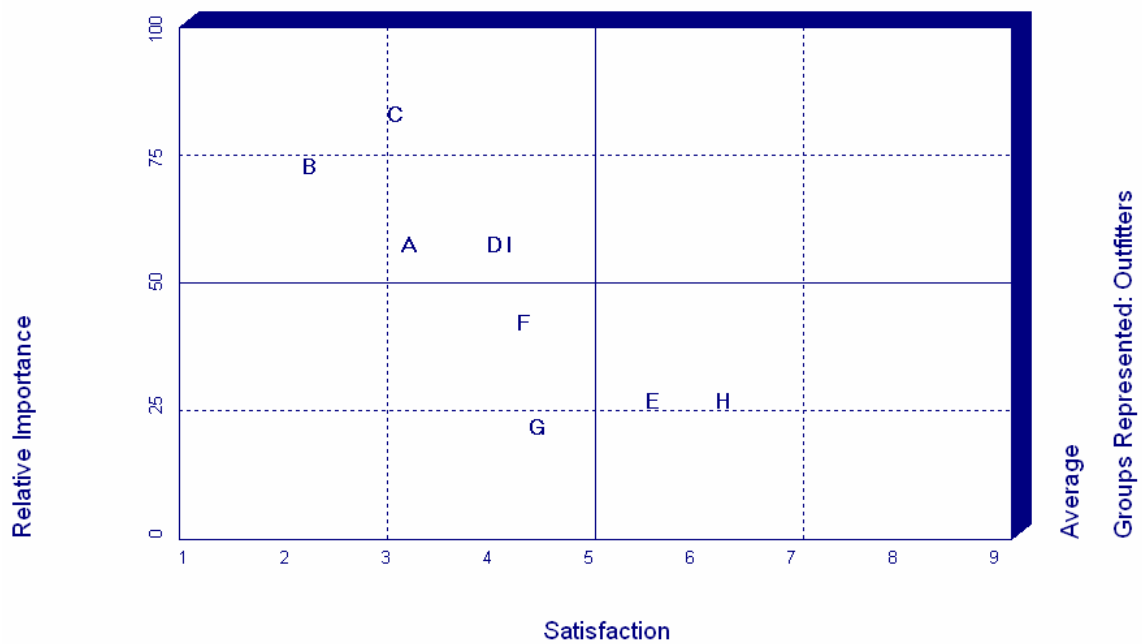
- 9= Completely Satisfied
- 8=
- 7=
- 6=
- 5= Just Getting By
- 4=
- 3=
- 2=
- 1= Not at all Satisfied

The results of the importance and satisfaction assessment for each group represented and the number of river trips taken are shown on the following Opportunity Profiles. The vertical axis illustrates the relative importance of each attribute and the horizontal axis presents the participants satisfaction with the current permit system. The average ranking of the participants for each group is shown by the location of the letter representing each attribute in the above list. The higher the attribute is located on the chart, the greater the relative importance. The further to the right the attribute is located on the chart, the better the performance. The vertical line at the midpoint of the chart represents the “just getting by” level of satisfaction.

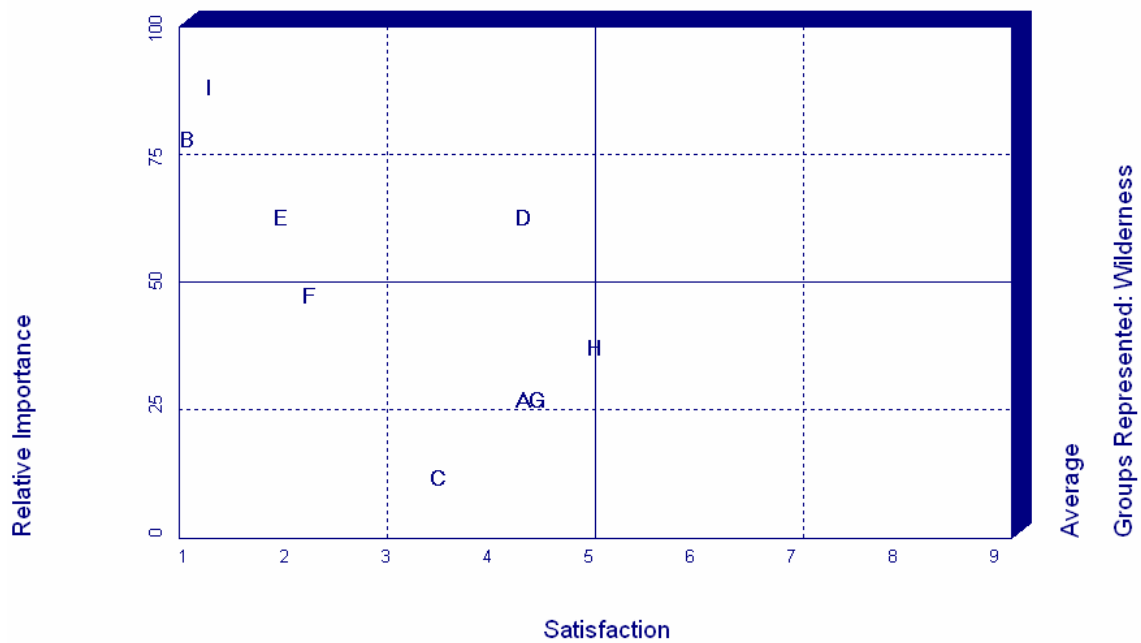
Importance vs. Satisfaction Profile



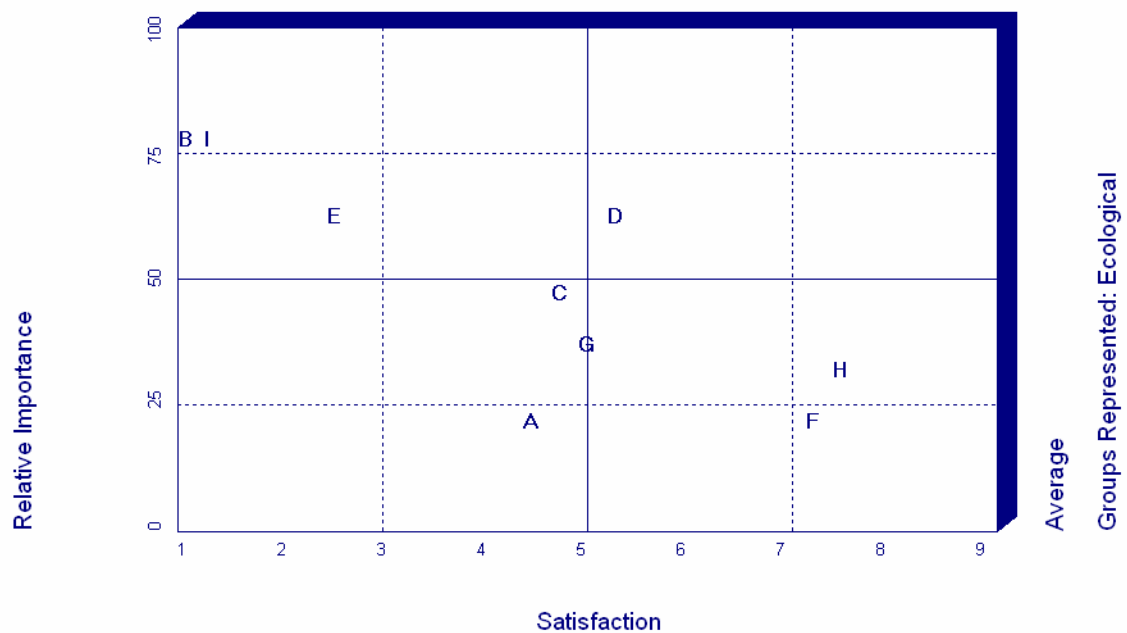
Importance vs. Satisfaction Profile



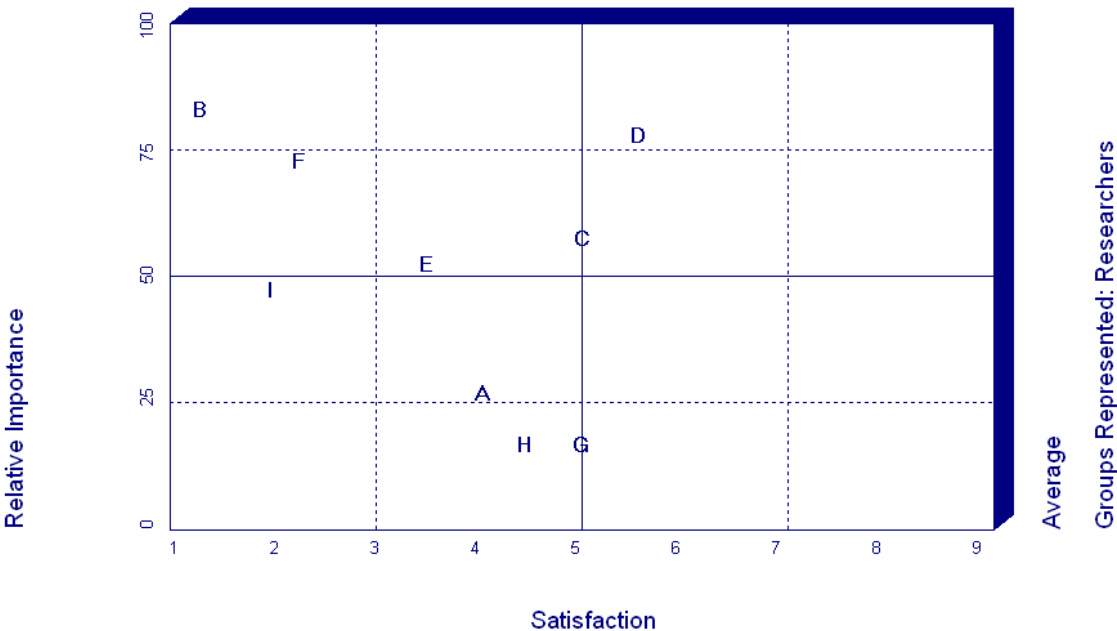
Importance vs. Satisfaction Profile



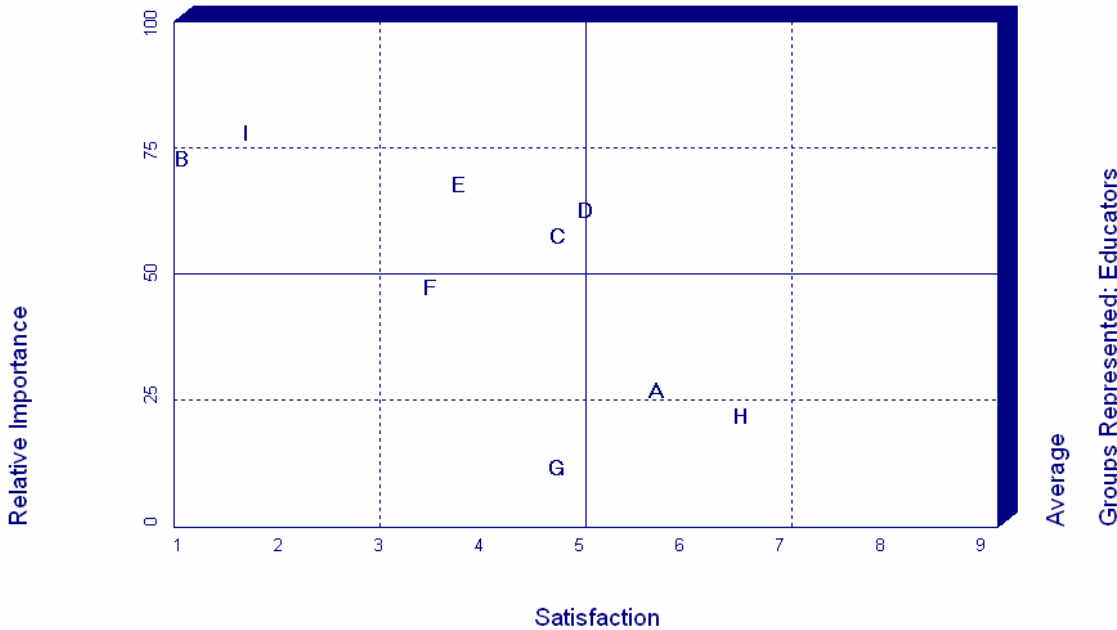
Importance vs. Satisfaction Profile



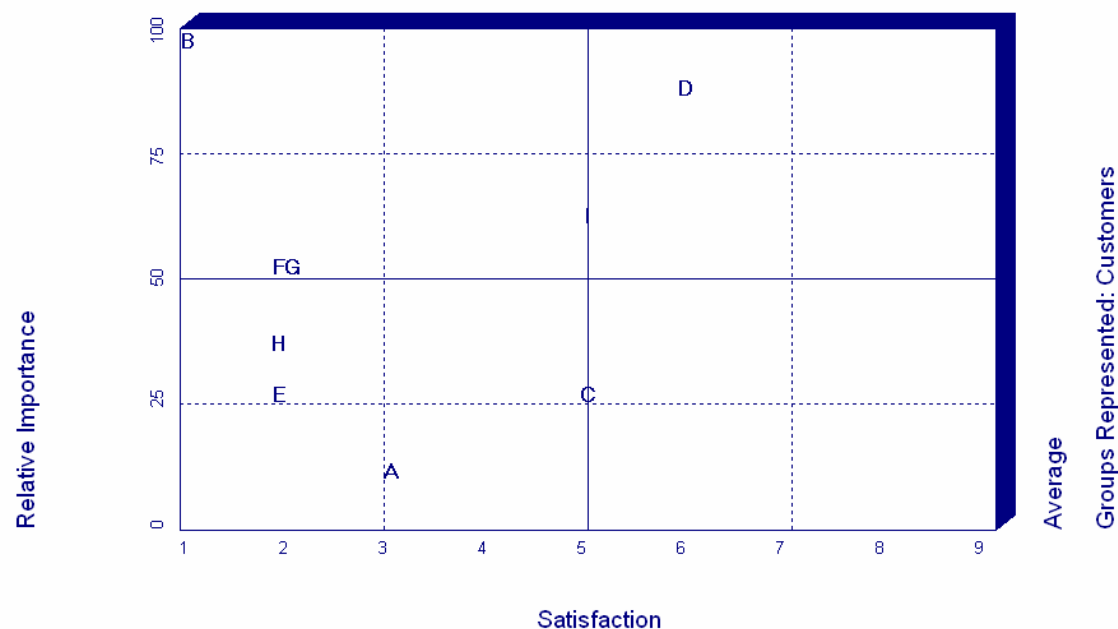
Importance vs. Satisfaction Profile



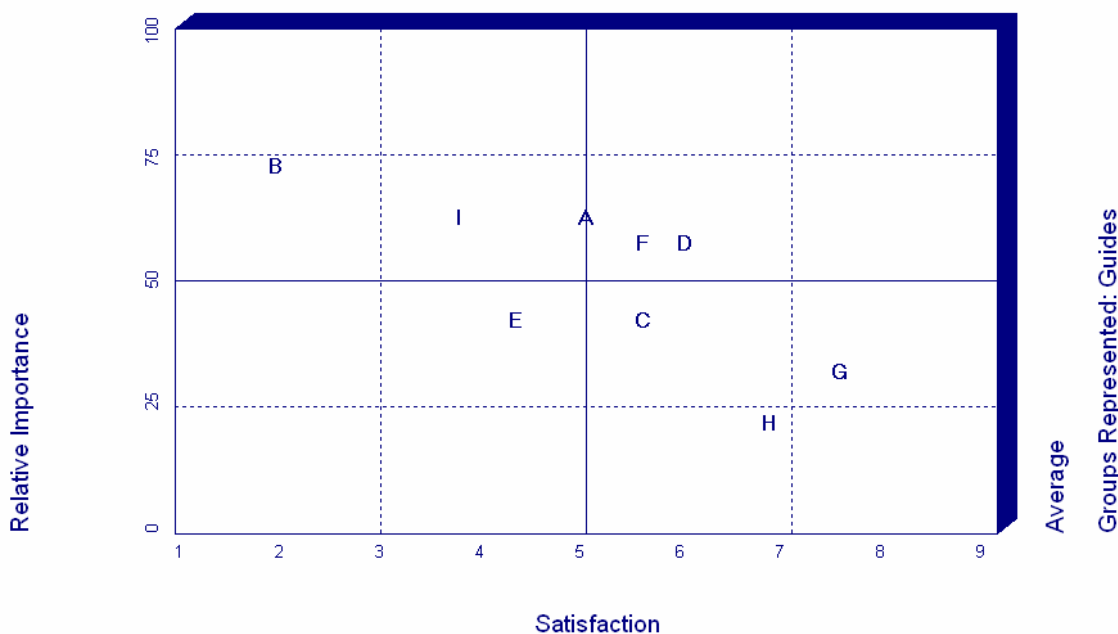
Importance vs. Satisfaction Profile



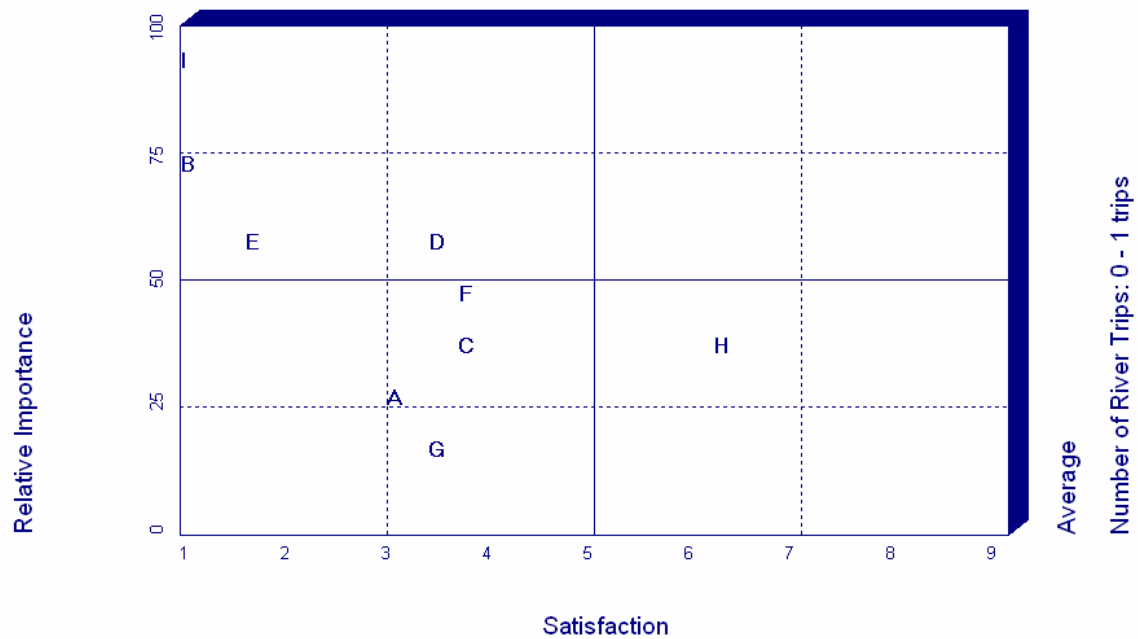
Importance vs. Satisfaction Profile



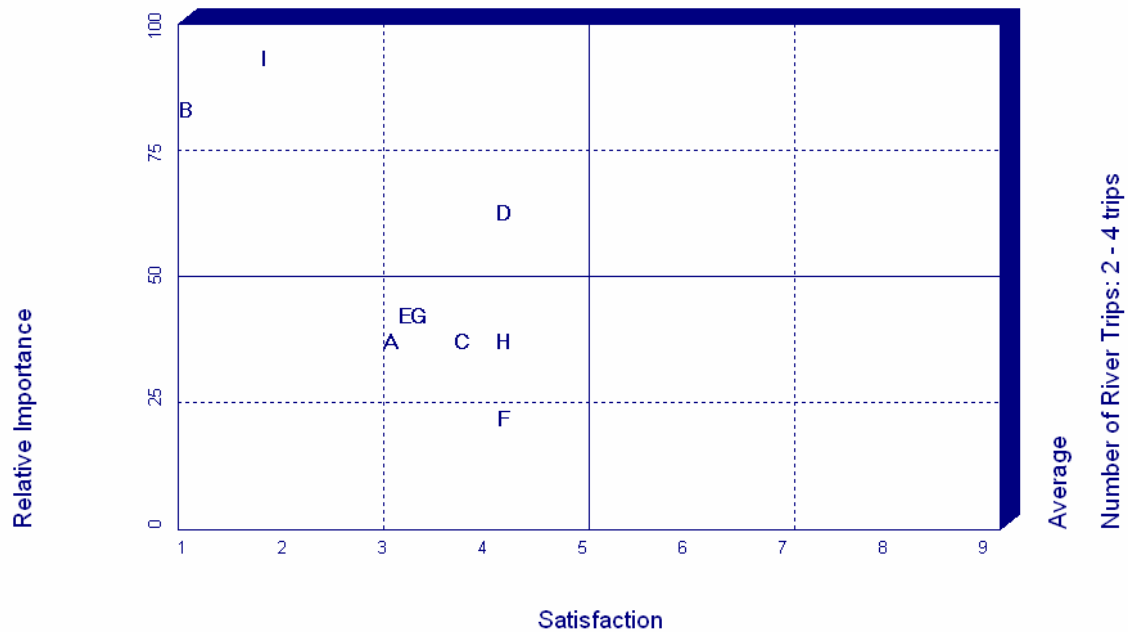
Importance vs. Satisfaction Profile



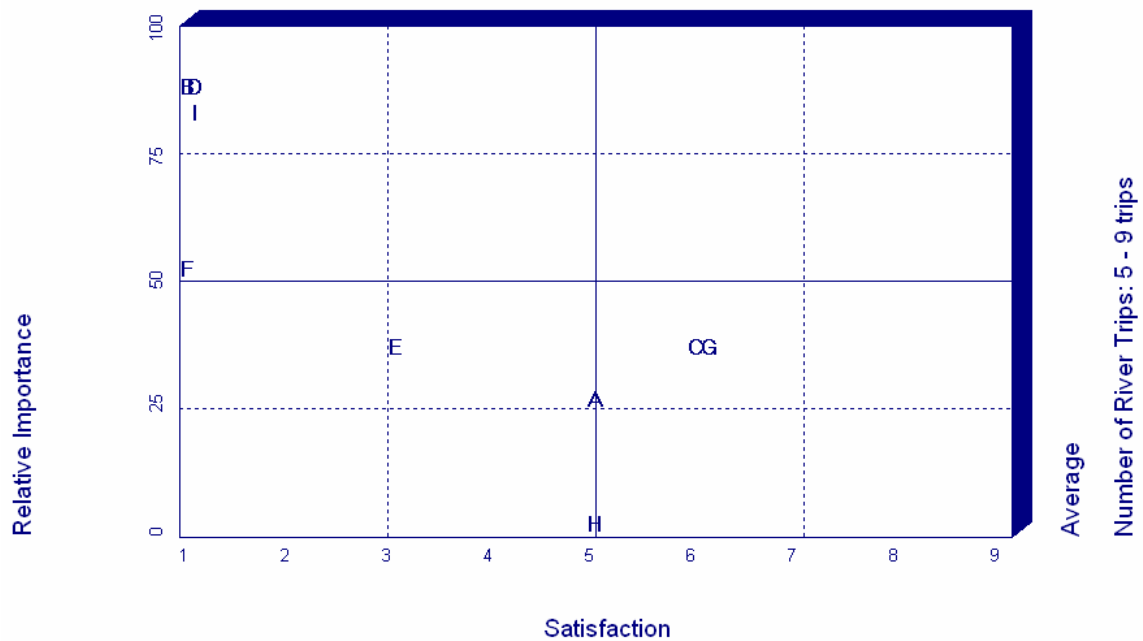
Importance vs. Satisfaction Profile



Importance vs. Satisfaction Profile



Importance vs. Satisfaction Profile



Importance vs. Satisfaction Profile

